



A Common PERSPECTIVE

US Joint Forces Command Joint Warfighting Center
Doctrine and Education Group's Newsletter

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Force Deployment

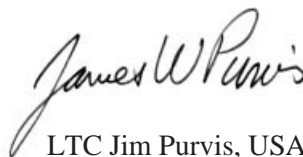
FROM THE EDITORS

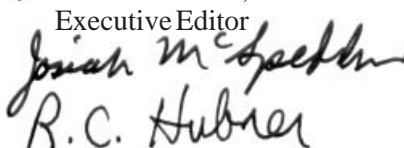
The editors have noted that the Joint Doctrine Development Community (JDDC) has taken on a formidable workload over the past couple of years with no end in sight. There are over 40 (out of 109) joint publications in development or being consolidated/revised. Another 34 are in the preliminary or formal assessment process. Of particular significance is that 10 of the 11 above-the-line publications are being revised or assessed. What makes this workload even more imposing is the major effort the JDDC is making in consolidating joint publications while incorporating fast-paced changes from maturing joint concepts and validated lessons learned. Although burdensome, given manning constraints, it is very important that the JDDC remain focused and diligent in delivering the latest and greatest joint doctrine to our joint warfighters.

Our first article (on page 8) documents the establishment of the joint deployment and distribution operations center (JDDOC) concept and USJFCOM JWFC's progress in developing a pamphlet on the subject. Further, that article discusses the functions, organization, and proven utility of the JDDOC with regard to sustainment. We also have included some articles on subjects that have the potential to extend the reach of joint doctrine. Our second feature article on page 12 addresses the challenge of integrating both contracting support (the process for awarding and administering contingency contracts) and contractor personnel/capability into joint operations and the associated need for policy and doctrine. A third article on page 16 explores the idea of updating our joint doctrine on space to provide a better way to think about space capabilities at the operational level. Starting on page 21, there are organizational updates for JS J-7/Joint Doctrine Branch; the Army and Air Force joint doctrine shops; the

Defense Threat Reduction Agency, and the Air-Land-Sea Application Center. These updates contain useful information regarding the status of Service, joint, and multi-Service publications they are writing or revising. For example, the Air Force Doctrine Center's update discusses the US Air Force's new "Airbase Opening" concept.

The theme for our next issue will focus on "joint operation planning." Hopefully, several members of the joint community will accept the challenge and enlighten us regarding needed changes to joint doctrine that are based on recent, hard-earned experiences. As always, articles on all pertinent joint doctrine issues and other related comments and suggestions are welcomed. Our newsletter continues to serve as the one-stop source of news and information for all the joint and Service doctrine communities—a resource we continuously improve to meet your needs. Your feedback on any aspect of *A Common Perspective* is important and will help ensure we provide thoughtful, timely discussion on current doctrinal issues.


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MESSAGE FROM THE COMMANDER, USJFCOM JWFC

By MajGen Jon A. Gallinetti, USMC

A significant milestone for the Joint Doctrine Development Community (JDDC) that may have gone unnoticed by many in the joint community occurred on 30 November 2004. On that day CJCSI 5120.02, *Joint Doctrine Development System*, with its many changes to the joint doctrine development process, was approved. This document is already making a positive impact on the development and maintenance of joint publications (JPs). One noticeable difference is the staffing of JP changes. CJCSI 5120.02 allows routine changes and updates to portions of a JP without having to revise the entire document, which promotes efficient use of limited JDDC resources. Change 1 to JP 3-09.3, *JTTP for Close Air Support (CAS)*, is the first test for this new change process. Change 1, among other things, will improve the safe employment of CAS by clarifying when to use a specific type of control and the procedures for that type of control. Another important impact of CJCSI 5120.02 is on the name, scope, and detail of JPs. Consequently, the community is spending less time debating whether a JP is doctrine or JTTP and more time on the content. I attribute part of this to clarifying the definitions of “joint doctrine” (which now includes TTP) and “joint publication,” along with the development and revision of definitions for “tactics,” “techniques,” and “procedures.”

Another item that is helping improve the doctrine development process is the “Joint Doctrine Developer’s Course” found on the Joint Electronic Library. This six-hour course provides a great tutorial on the joint doctrine development system. I recommend all new JDDC personnel take the time to go through this online courseware. It also would benefit the experienced doctrinaires to take this course to help familiarize them with recent changes. This all adds up to good news for the JDDC, and more importantly, the joint warfighters we support.



My last comment on process is a challenge to each member of the JDDC with publications in development to find ways to get them published on time. There are too many JPs in development or revision that are stalled. Some appear to be at the one-yard line and we need to push them across the goal line. Just five JPs were published in the last year—we should be averaging 15-20 per year. We must fix this to be responsive to the need. I invite the entire JDDC to focus their energy to get unfinished projects approved and published.

While most of my message has focused on process, I want to talk about one important product, the revision of JP 3-0, *Joint Operations*. JP 3-0 revision second draft (RSD) is out for worldwide review now. Since the revision first draft, two joint working groups were held to resolve numerous critical and major issues to include those on the range of military operations, joint functions, effects-based approach to planning, operational art and design, assessments, and stability operations. I invite all the other combatant commands to take a hard look at the JP 3-0 RSD to ensure it meets the warfighter’s requirements for a keystone publication.



DOCTRINE AND EDUCATION GROUP UPDATES

By Col Fred Guendel, USAF, Chief, Doctrine and Education Group, USJFCOM JWFC

In the winds, or should I say the whirlwind, of change in the Department of Defense, the Joint Doctrine Development Community (JDDC) continues to produce valued products for our joint warfighters. Our joint doctrine is relatively mature, is well received, and it works. This has been proven through the various lessons learned and reports from many joint operations worldwide. At the same time there are many items that need to be changed and improved to maintain pace with new policies and accepted practices.

We are engaging various external lessons learned, training, education, and concepts groups to identify specific areas in joint doctrine that need improvement. As these are discovered, we will identify the fastest on-ramps to incorporate needed changes into joint doctrine. Further, our Doctrine and Education Support Team (DEST) continues to provide valued support to the community by developing various products beyond the joint publications themselves. An example of this effort is the JWFC pamphlets (see page 32) and handbooks (i.e., *Commander's Handbook on an Effects-Based Approach to Joint Operations*) that are being used and developed to help get concepts and prototypes closer to doctrine products.

As I close, I would like to say farewell to Lt Col Ward Quinn and MAJ Michelle Burkhart and goodbye for myself. Ward and Michelle have been our mainstays on joint doctrine matters for several years. Their transfer this Spring will leave us with a significant knowledge and experience shortage for some time. They will be missed and we wish them well in their new assignments. Unfortunately their replacements will be gapped and a thorough turnover will not be possible. My tour as the director of the Joint Warfighting Center's Doctrine and Education Group and the DEST will end this summer with my transfer to Air Combat Command at Langley AFB, VA. It has been too short, but challenging and rewarding. Thanks to the entire JDDC for your professional support and diligent efforts.

DEVELOPMENT BRANCH

Since the last Development Branch update, JWFC's Doctrine and Education Support Team produced two draft publications. JP 3-34, *Joint Engineer Operations* (Revision First Draft [RFD]), was released for review on 1 March 2005; and JP 3-0, *Joint Operations* (Revision Second Draft [RSD]), dated 29 April 2005, was released for comment on 2 May 2005. The JP 3-0 RSD is a significantly different document than the RFD in various ways. It features a new "range of military operations"; a new chapter on "Joint Functions" (i.e., command and control, intelligence, fires, movement and maneuver, protection, and sustainment); a reorganized chapter on operational art; and a new phasing model comprised of six phases that includes the balance of offense, defense, and stability operations within each phase. Also, the JP 3-0 RFD chapter on "DOD Support to Homeland Security" was removed.

JWFC expects to produce seven draft publications in the next six months. These drafts include JPs 1-0, *Doctrine for Personnel Support to Joint Operations* (RFD); 3-0, *Joint Operations* (Final Coordination); 3-01, *Joint Doctrine Countering Air and Missile Threats* (RFD); 3-09, *Doctrine for Joint Fires* (RFD); 3-15, *Joint Doctrine for Barriers, Obstacles and Mines* (RFD); 3-34, *Joint Engineer Operations* (RSD), and 5-00.2, *Joint Task Force Headquarters* (RFD). The JP 3-01 RFD will consolidate JPs 3-01, *Joint Doctrine Countering Air and Missile Threats*, 3-01.2, *Joint Doctrine for Offensive Operations for Countering Air and Missile Threats* (Final Coordination), and 3-01.3, *Joint Doctrine for Defensive Operations for Countering Air and Missile Threats* (Final Coordination). The JP 3-15 RFD will incorporate information on improvised explosive devices (IEDs). The JP 3-34 RSD will refine the consolidation of JPs 3-34, *Engineer Doctrine for Joint Operations*, and 4-04, *Joint Doctrine for Civil Engineering Support*.

JWFC has nine publications in the queue that are pending program directive approval and lead agent requests for assistance. They are JPs 3-07.3, *JTTP for Peace Operations*; 3-07.4, *Joint Counterdrug Operations*; 3-07.5, *JTTP for Noncombatant Evacuation Operations*; 3-09.1, *JTTP for Laser Designation Operations*; 3-14, *Joint Doctrine for Space Operations*; 3-16, *Joint Doctrine for Multinational Operations*; 3-26.1, *Homeland Defense*, 3-26.2, *Civil Support*; and 3-35, *Joint Deployment and Redeployment Operations*.

JP 3.09.3, *JTTP for Close Air Support*, is testing the interim change process prescribed in CJCSI 5120.02, *Joint Doctrine Development System*. JP 3-17, *Joint Doctrine and TTP for Air Mobility Operations*, also will soon test the change process. It is expected that the interim change process will enhance the responsiveness of joint doctrine to the joint community.

The JWFC is also authoring several Allied joint publications (AJPs) for NATO. AJP-3.4, *Non-Article 5 Crisis Response Operations*, was recently ratified by the nations and promulgated by NATO in March 2005. The third study draft of AJP-3.4.2, *Allied Joint Doctrine for Non-Combatant Evacuation Operations*, has been staffed to the nations for comment. The ratification draft of AJP-3.4.2 should be ready for release in the Fall. Finally, the first study draft of AJP-3.14, *Allied Joint Doctrine for Force Protection*, was staffed to the nations and a second study draft is currently under development.

The above information gives you a feel for the number of publications that are beginning or progressing in the development stage. This, coupled with the number of publications that are in the development phase, means that we have over half of the 109 joint publications in development (as new projects or revisions). That is a lot of work and there is pressure to update even more publications based on observations and lessons from recent and ongoing operations worldwide. Workload management has been an ongoing issue within the JDDC and is an agenda item for the 35th Joint Doctrine Working Party in May 2005.

The changes and timelines initiated in CJCSI 5120.02 were a positive step by the JDDC to provide timely doctrine to the joint warfighter. However, the JDDC must take a hard look at what is working and where we must make an effort to get stagnant publications moving. Administrative delays have hindered publication development. We must work to ensure that they are kept at a minimum. The joint doctrine development process and the respective timelines were established to ensure joint publications are developed efficiently and that contentious issues are resolved quickly. We need to follow this guidance to ensure our warfighters receive quality joint doctrine in a timely manner.

Finally, this is my last update for the development branch, and possibly as part of the JDDC. I take great pride and satisfaction in knowing that I have worked

shoulder to shoulder with a team of individuals who consistently pursue excellence, and the best joint doctrine for the warfighters. To all of you, THANKS, good-bye, and good luck—MAJ Michelle Burkhart.

ASSESSMENT BRANCH

The Assessment Branch has completed two preliminary assessments and seven formal assessments since October 2004 as follows:

- The preliminary assessment on JP 4-01, *Joint Doctrine for the Defense Transportation System*, recommended a formal assessment in September 2007 for a planned revision, and the preliminary assessment on JP 3-17, *Joint Doctrine and JTTP for Air Mobility Operations*, also recommended a formal assessment in March 2007 for the scheduled revision.
- Two assessments were in support of the “Joint Publication Consolidation Plan” and involved multiple publications. The assessment for the consolidation of JPs 3-16, *Joint Doctrine for Multinational Operations*, and 4-08, *Joint Doctrine for Logistic Support of Multinational Operations*, resulted in the recommendation not to consolidate the two publications. Further, it recommended proceeding with the revision of JP 3-16 as programmed and forwarding the applicable matrix comments on JP 4-08 to the lead agent for consideration and eventual inclusion in its revision. The assessment for consolidation of JPs 3-60, *Joint Doctrine for Targeting*, and 2-01.1, *JTTP for Joint Intelligence Support to Targeting*, recommended assigning the Air Force as LA and modifying the scope of the consolidated publication to include TTP for intelligence support to targeting and considerations for time-sensitive targeting.
- One assessment resulted in a consolidation recommendation. The assessment of JP 1, *Joint Warfare for the Armed Forces of the United States*, recommended that the JS J-7 consider consolidating JP 1 with JP 0-2, *Unified Action Armed Forces (UNAAF)*.
- There was one early/out of cycle formal assessment accomplished over the past six months—JP 3-06, *Doctrine for Joint Urban Operations*—which resulted in a recommendation to not proceed with an early revision.
- The following formal assessments were completed as programmed over the last six months in preparation for
(Continued on next page)

anticipated revision of the associated publication: JPs 2-0, *Doctrine for Intelligence Support to Joint Operations*; 3-03, *Doctrine for Joint Interdiction Operations*; and 4-0, *Doctrine for Logistic Support to Joint Operations*.

The planned assessment for consolidation of JPs 1-04, *JTTP for Legal Support to Military Operations*; 1-05, *Religious Support in Joint Operations*; and 1-06, *JTTP for Financial Management During Joint Operations*, was cancelled after Joint Doctrine Working Party decision to not consolidate the publications.

There are three preliminary and seven formal assessments currently in work. JPs 3-53, *Joint Doctrine for Psychological Operations*, 3-30, *Command and Control for Joint Air Operations*, and 4-03, *Joint Bulk Petroleum and Water Doctrine*, are undergoing preliminary assessment. The following JPs are undergoing formal assessment: JPs 1-06, *JTTP for Financial Management During Joint Operations*; 2-01.3, *JTTP for Joint Intelligence Preparation of the Battlespace*; 3-01.1, *Aerospace Defense of North America*; 3-11, *Joint Doctrine for Operation in Nuclear, Biological, and Chemical(NBC) Environments*; 3-18, *Joint Doctrine for Forcible Entry Operations*; and 3-04.1, *JTTP for Shipboard Helicopter Operations* (revision or cancellation to be determined). JP 3-57, *Joint Doctrine for Civil-Military Operations* is undergoing assessment for consolidation with JP 3-57.1, *Joint Doctrine for Civil Affairs*.

Over the next six months the Assessment Branch will be initiating seven preliminary assessments: JPs 3-05, *Doctrine for Joint Special Operations*; 3-31, *Command and Control for Joint Land Operations*; 3-07.1, *JTTP for Foreign Internal Defense*; 3-09.3, *JTTP for Close Air Support*; 1-05, *Religious Support in Joint Operations*; and 3-40, *Joint Doctrine for Combating Weapons or Mass Destruction*; and 4-03, *Joint Bulk Petroleum and Water Doctrine*.

DOCTRINE INTEGRATION BRANCH

The Doctrine Integration Branch has been very busy over the past six months. Our focus has centered on the development of effects-based language for the revision drafts of JP 3-0, *Joint Operations*, and the development of other effects-based products. JP 3-0 RSD states that joint operation planning will be effects-based and further describes what is entailed in an effects-based approach. The most significant aspects of the effects-based approach are: 1) the systems perspective (red, blue, and gray) of the

operational environment; 2) the effects-based nature of planning; and 3) the expansion of traditional combat assessment to include effects assessment.

JWFC Pamphlet 7, *Effect-based Operations (EBO)*, authored by Mr. Tom McDaniel and Mr. Rick Rowlett, was signed by MajGen Gallinetti on 19 November 2004. Pam 7 describes the EBO concept in approximately 25 pages and then addresses some potential doctrine, organization, training, material, leadership, personnel, and facilities (DOTMLPF) implications. Pam 7 is available on-line at www.dtic.mil/doctrine. Click on the "JWFC Pamphlets" link in the "Global Resources" box. For JWFC visitors, Pam 7 also is available in hard copy on the magazine rack located on the second deck near the elevators.

The Doctrine Integration Branch hosted a two-day EBO Mini-Forum from 31 January to 1 February 2005. Col Lynes, Chief, Joint Education and Doctrine Division, JS J-7, chaired the event. Its purpose was to establish a common level of understanding, with respect to EBO, among members of the joint doctrine development community. At the conclusion of the Mini-Forum, there was consensus among representatives that joint doctrine should not treat EBO as a fundamentally new method of warfighting, but that doctrine should codify the effects-based approach as fundamental to operational art and design.

Last, but certainly not least, is the development of the *Commander's Handbook for an Effects-based Approach to Joint Operations*. Mr. Tom McDaniel is authoring this handbook. The first draft is approximately 70 pages in length and is currently out for internal USJFCOM staffing. Subsequent to this staffing, the draft handbook will be released for worldwide review and comment. The final product is scheduled to be signed by the USJFCOM J-7, J-9, and the Commander, Standing Joint Force Headquarters (SJFHQ).

EDUCATION BRANCH

Through the Chairman's professional military education (PME) policy outlined in CJCSI 1800.1B, *Officer Professional Military Education Policy (OPMEP)*, certain responsibilities have been assigned to Commander USJFCOM that are carried out at JWFC.

USJFCOM is a principal member of the Chairman's Military Education Coordination Council (MECC) and shapes joint professional military education (JPME) curricula through its membership role. As part of the *OPMEP*'s PME review process and mechanism to update college and

school curriculum, the MECC met in February 2005 and approved special areas of emphasis (SAEs) submissions from USJFCOM. The submissions included briefs that proposed JPME curriculum address the Standing Joint Force Headquarters (Core Element) (SJFHQ [C/E]), SJFHQ, collaborative information environment (CIE), operational net assessment, and effects based planning/effects based operations. More information about these subjects can be found on the Joint Electronic Library Web page at http://www.dtic.mil/doctrine/jwfc_pam.htm. For more information about the MECC and SAEs visit <http://www.dtic.mil/doctrine/education.htm>.

As the joint force trainer, the JWFC plays an integral role in bringing joint training and PME together to ensure leaders are prepared for future challenges. While distinct, when training and education are combined, more effective learning can occur. Among the numerous joint training exercises and events conducted at the JWFC are portions of three PME courses (KEYSTONE, CAPSTONE, and PINNACLE) at the senior enlisted and flag officer level of JPME.

KEYSTONE. This is a proposed new course identified in the 2004 draft CJCSI 1805.01 *Enlisted Professional Military Education Policy (EPMEP)*. This course targets command senior enlisted leaders (CSELs) i.e., E-9's working at flag officer level, and will fulfill one requirement for senior level enlisted JPME. The course will be sponsored by JS J-7 and National Defense University (NDU). It will be 10 days in length, with four to five days spent at the JWFC in a joint operations module (JOM). It is designed to enable CSELs to think intuitively joint while serving in a flag officer level enlisted billet within a joint task force (JTF) headquarters or other joint commands. Topics include national military capabilities; joint doctrine; Service, joint, interagency, and multinational capabilities; and defense acquisition and resourcing. Some of the topics covered during the JOM portion are forming a JTF, joint manning document development, joint C4I, joint basing, and planning and executing joint operations. The JWFC tested one pilot JOM in 2004 and in February 2005 concluded a second.

CAPSTONE. This flag officer level JPME is a requirement identified in the OPMEP. CAPSTONE is a six-week course, designed for newly selected flag officers. Four days are spent at USJFCOM's JWFC where participants focus on joint operations. This program began three years ago. CAPSTONE provides newly promoted one-star flag officers with an understanding of what is expected of them as a JTF commander. The pace of instruction is rigorous and encompasses a 16-hour per day program that includes aspects of JTF operations from

forming to redeployment. Allied Command Transformation is considering developing a similar program—USJFCOM anticipates assisting them in the near future.

PINNACLE. Also identified as a requirement in the *OPMEP*, PINNACLE is a five-day JPME course for prospective two and three-star level JTF commanders to develop an understanding of what is required to quickly form and operate a JTF headquarters effectively. PINNACLE is the first course designed for leadership of this level and builds upon the CAPSTONE course. Fellows, as course attendees are referred to, spend four days at USJFCOM's JWFC and one day at NDU learning about battlefield agility, CIE, and the science of building a joint force. PINNACLE addresses the special needs of the JTF commander by giving them a better understanding of national policy and objectives with attention given to international implications. This program also increases their ability to operationalize policy and strategic objectives into integrated campaign plans.

USJFCOM also sponsors and hosts numerous staff and faculty education conferences and orientations, joint elective field trips to the command, and participates in a robust flag officer level distinguished guest speaker engagement program. This engagement program supports requests from the various PME and JPME institutions for subject matter expert guest speakers that make presentations on joint topics to staff and students throughout the academic year. Examples include:

- Major General Soligan, USAF, Chief of Staff for USJFCOM, visited the Air Force Institute of Technology to discuss the role of USJFCOM in transformation.
- Major General Wood, USA, Commander Joint Experimentation/J9 and Director, Joint Futures Laboratory, visited the National War College to discuss emerging joint concepts and future experimentation.
- Inter-American Defense College members visited USJFCOM JWFC. Their group consisted of 85 students, faculty, and board members representing 15 different countries from the western hemisphere. They received several presentations on joint warfighting and related subjects, and were given tours as part of their annual Norfolk, VA trip.



SUSTAINING THE FORCE: THE JOINT DEPLOYMENT AND DISTRIBUTION OPERATIONS CENTER

By Mr. Alfred H. Perrie III, Senior Doctrine Analyst, USJFCOM JWFC Doctrine and Education Support Team

"The U.S. military juggernaut that swept into Iraq last March (March 2003) was plagued by shortages of ammunition, spare parts, and fuel, an epic logistics mess. . . . Battalions of tanks and armored vehicles, dashing forward under grueling conditions, got no repair parts for three weeks. Broken-down vehicles had to be stripped of usable parts and left behind. Some units ran dangerously low on ammunition and couldn't get re-supplied; others in desperate need of M-16 and machine gun rounds got unneeded tank shells instead, according to logistics officers. Some troops had virtually no water while receiving truckloads of stuff they didn't need and couldn't carry."

*Military Acknowledges Massive Supply Problems in Iraq War
David Wood, Newhouse News Service, January 22, 2004.*

The United States military is supported by the most powerful industrial base and transportation system in the world. And yet, the above quote accurately depicts the logistic challenges in supporting Operation IRAQI FREEDOM (OIF). How could this happen when we have the industrial base and the transportation system? The root causes of this logistic nightmare in support of OIF were neither the lack of the industrial base nor the transportation system to support the military operation.

There were numerous causes to the logistic support challenges. First, there were multiple feeds of sustainment cargo (as reflected in Figure 1) going into the pipeline without an overall manager. These feeds were supported by over 50 non-interoperable information management systems. Next, there was a lack of distribution integration—no single function to prioritize the sustainment materiel and ineffective end-to-end in-transient visibility (ITV). Finally, there were seams in the United States Transportation Command (USTRANSCOM)-managed strategic transportation system to the United States Central Command (USCENTCOM)-managed theater distribution system.

How do we fix the problems? In September 2003 the Secretary of Defense appointed the Commander, USTRANSCOM as the distribution process owner (DPO) to improve the overall efficiency and interoperability of

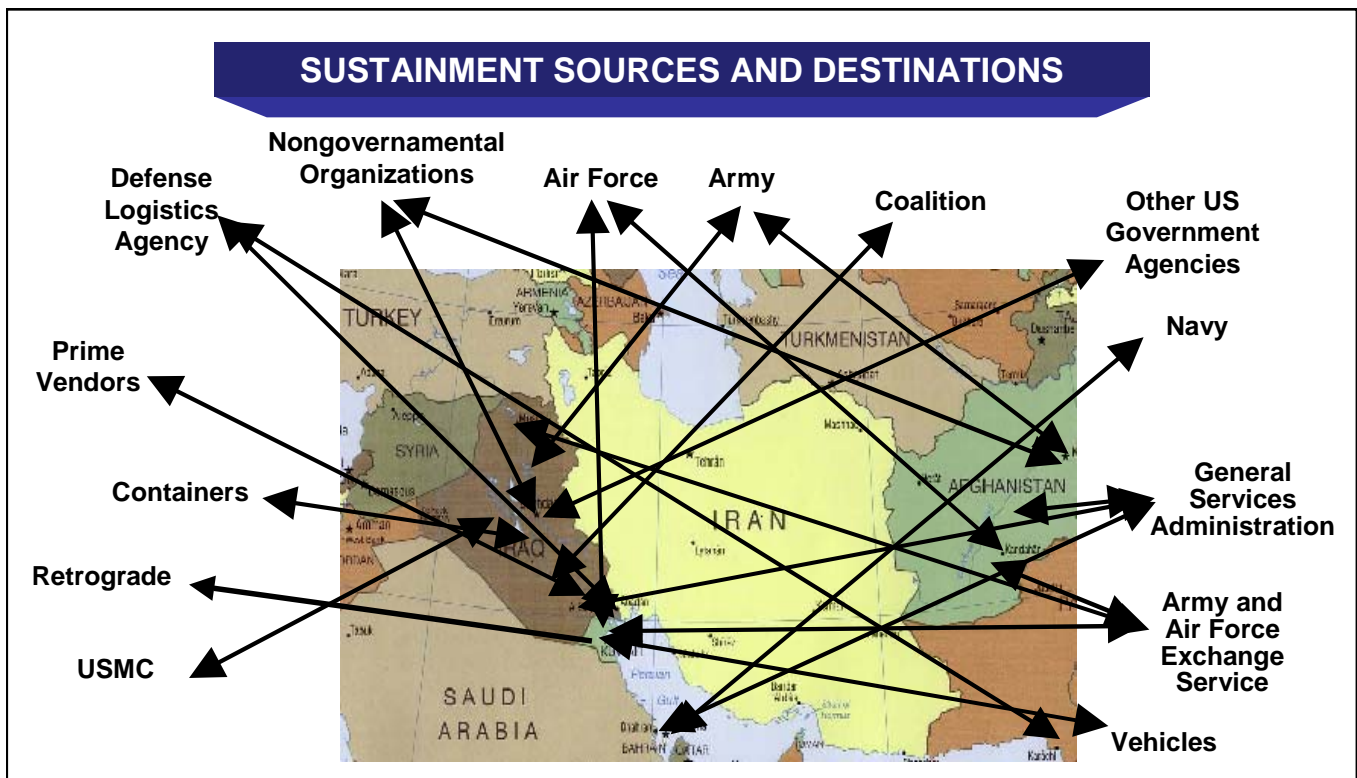


Figure 1. Sustainment Sources and Destinations

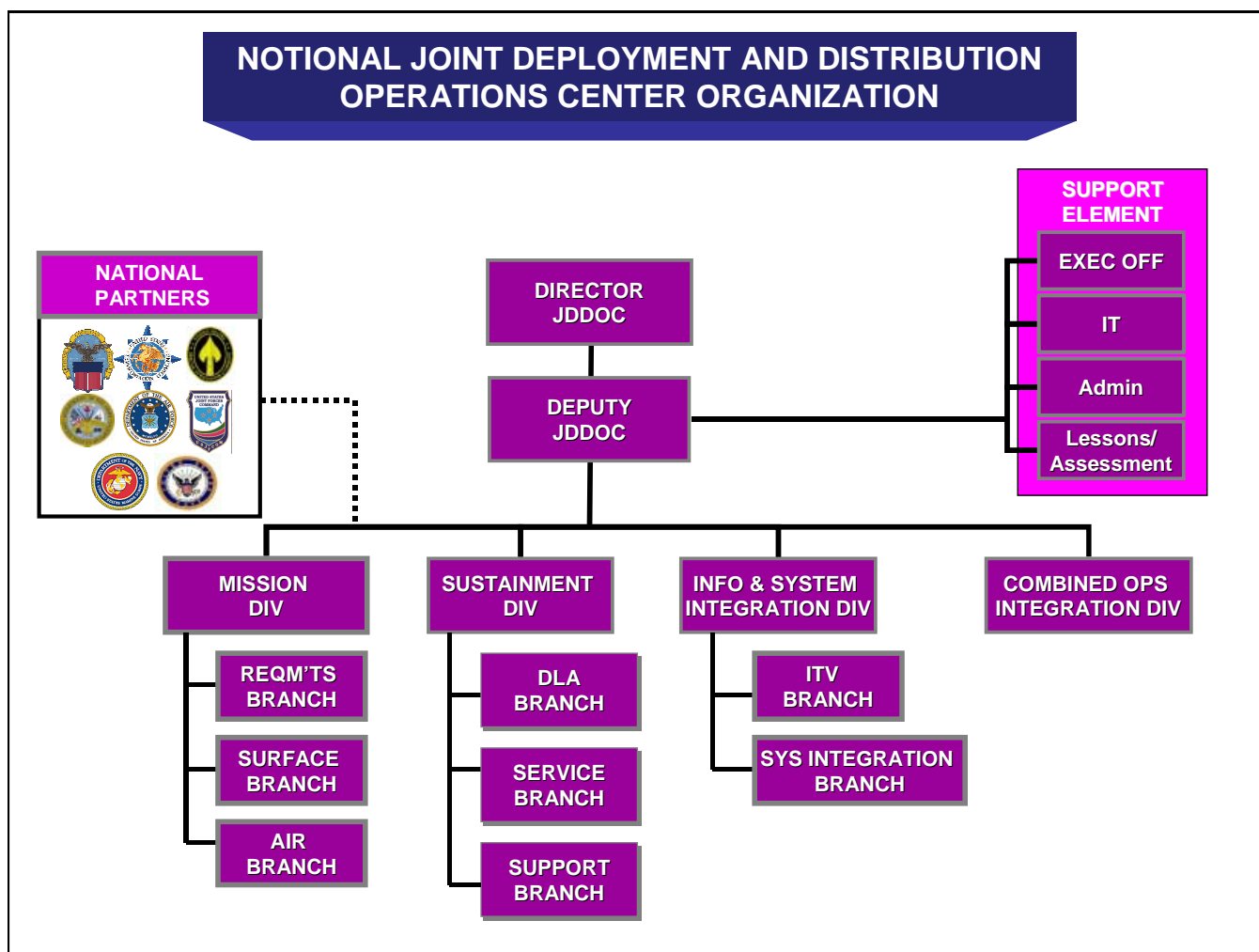


Figure 2. Notional Joint Deployment and Distribution Operations Center Organization

distribution related activities—deployment, sustainment, and redeployment support during peace and war. One of USTRANSCOM’s first initiatives to improve the distribution process was to determine the viability of establishing a forward deployed joint deployment and distribution operations center (JDDOC) at each of the geographic combatant commands. In support of JDDOC, USTRANSCOM has established business rules and processes that link deployment, distribution, sustainment, and movement of unit and nonunit requirements. The warm base JDDOC manpower requirements are the responsibility of the geographic combatant commander. To meet increased requirements generated by crisis situations, the war base JDDOC is augmented by in-theater “plus up” personnel and augmentees from USTRANSCOM, the Defense Logistics Agency (DLA), and the Service Departments; referred to as National Partners.

The JDDOC is a significant improvement to the joint movement center (JMC) described in JP 4-01-3, *JTTP for Movement Control*, by adding “Sustainment” and “Information and Systems Integration” Divisions to the JMC. See Figure 2.

- The **Sustainment Division** provides strategic visibility and analysis of material in the global distribution system to synchronize and optimize the flow of sustainment with force flow from the point of origin to the designated geographic combatant commander (customer) and back. The Sustainment Division leverages Service component and other defense agency capabilities against operational area requirements.
- The **Information and Systems Integration Division** consists of “ITV” and “Systems Integration” Branches that provide automated capabilities and expertise for ITV systems. The ITV Branch provides the warfighter visibility and status of passengers and cargo moving through the global distribution system and monitors ITV data quality. The Systems Integration Branch standardizes and enforces theater ITV policy and provides automation and collaboration tools for the theater.

Key to the success of the JDDOC is the forward deployment of USTRANSCOM, DLA, and Service
(Continued on next page)

component experts. These forward deployed experts have the ability and authority to reach back to their parent organizations to promote synchronization between the strategic and theater distribution systems. The number of personnel and the skill sets required to support the JDDOC varies by region and the nature of the crisis. The JDDOC requirement to support the Indian Ocean tsunami relief in Operation UNIFIED ASSISTANCE (OUA) was only nine personnel. The generic resourcing chart shown in Figure 3 reflects a demanding major theater conflict JDDOC manning requirement and the sources for those personnel. Scalability, in the number of personnel and the skill sets required to support the JDDOC, is the key to the flexibility of the JDDOC and ensuring this organization is able to meet mission requirements.

The JDDOC provides visibility and synchronization of personnel and materiel from the point of origin to the point of receipt by the designated customer as illustrated in Figure 4. This visibility throughout the pipelines provides a single function that has visibility of all of the feeds of personnel and materiel into the theater and closes the seams between the strategic and theater distribution systems. The JDDOC Information and Systems Integration Division, supported by the Sustainment Division, maintains data on the materiel in the global distribution system, while the Sustainment Division manages and integrates distribution in accordance with the supported combatant commander's priorities.

The first JDDOC was deployed to Kuwait in support of USCENTCOM in January 2004. This 24-hour per day, 7 days a week operations center had an immediate positive impact on OIF support. The accomplishments of the USCENTCOM JDDOC include:

- Instituting a “single ticket” program that forces the Defense Transportation System to consider theater movement requirements. Instead of separate strategic and theater movement transportation planning, personnel and materiel movement is planned from point of origin to destination. Loiter time awaiting follow-on transportation was reduced from 72 hours to 28 hours.
- In the first month alone, the JDDOC was able to avoid the shipment of over 1,000 containers of Class IV material into the theater by locating the materiel in the operational area. This saved over \$12M in materiel and strategic lift costs.
- The USCENTCOM JDDOC achieved 98% supply and 92% personnel on-time delivery rates.
- Through improved forecasting and planning, the USCENTCOM JDDOC was able to achieve a 98% “pure-pallet” rate. Pallets are transported from point of origin to destination without the time- and manpower-consuming requirement to repack the pallets.

WARM BASE (Combatant Cmd Staff)	IN-THEATER “PLUS UP” (Combatant Cmd Components)	STANDING JDDOC	TOTAL
<~23	18	23*(Scaleable)	64
Combatant Cmd Assets Defense Logistics Agency Regional Command	Combatant Cmd Assets In-theater Assets <ul style="list-style-type: none"> - Active Component Assets - Reserve Component Assets - In-theater National Partner Support Defense Logistics Agency Regional Command	13 USTRANSCOM <ul style="list-style-type: none"> - 2 Surface Deployment & Distribution Cmd - 2 Military Sealift Cmd - 2 Air Mobility Cmd 4 Defense Logistics Agency 4 Service Representatives 1 Director 1 Chief of Staff	64
* Dependent on combatant command situation and additive to its in-theater “plus up.”			

Figure 3. Joint Deployment and Distribution Operations Center Manning Requirements and Sources

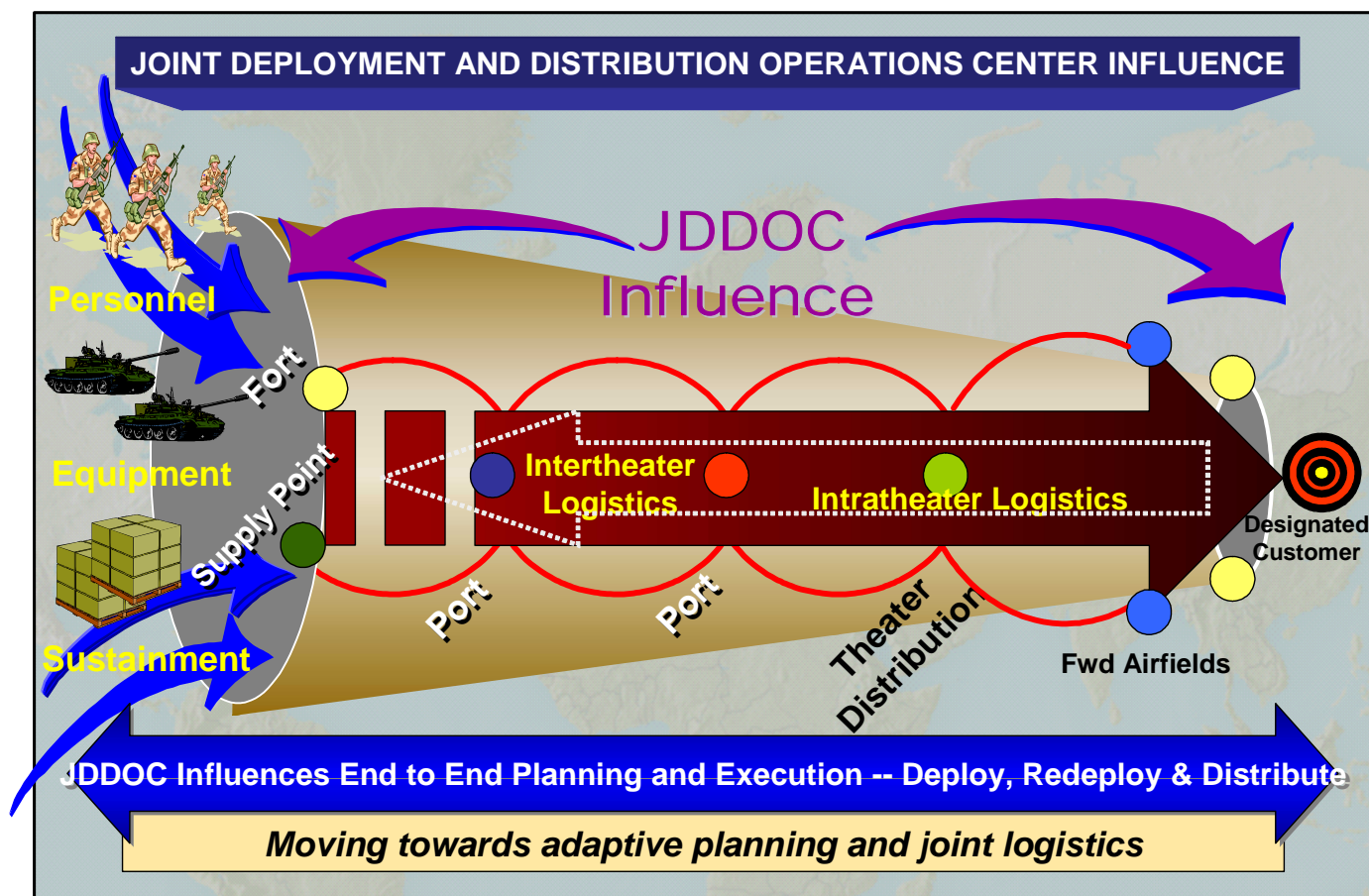


Figure 4. Joint Deployment and Distribution Operations Center Influence

The USCENTCOM JDDOC success was so immediate and significant that it became the catalyst for United States Southern Command's request for a similar organization to support the February-March 2004 Operation SECURE TOMORROW in Haiti. USPACOM requested an assessment of the JDDOC during the Tier 1 Exercise TERMINAL FURY 2005 (TF 05) held during December 2004. Portions of the USPACOM JDDOC shifted from assessment into reality only a few weeks later when the command worked to support the Indian Ocean tsunami relief effort during OUA. United States European Command finalized its charter for the European JDDOC in November 2004.

USJFCOM JWFC and USTRANSCOM are collaborating on the development of JWFC Pamphlet 8, *Joint Deployment and Distribution Operations Center (JDDOC)*. Its purpose is to further inform the joint community on the JDDOC concept and to improve the concept as it is operationalized.



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JOINT CONTRACTING AND CONTRACTOR MANAGEMENT CHALLENGE

*By CAPT (Sel) Gary Broadwell, USN, JS J-4;
and Mr. Chuck Maurer, US Army Training and
Doctrine Command*

BACKGROUND

Contracted support has been a key element of all recent US military operations; however, integrating both contracting support (the process for awarding and administering contingency contracts) and contractor personnel/capability into these operations remains a significant challenge. While hardly a new problem, our dependence on contracted support has grown significantly over the past decade.¹ And barring any unforeseen changes to our current glide path, our dependence on contracted support will increase as we continue to field high-tech weapon systems, attempt to reduce uniformed operational tempo, and replace military support positions with civilian force structure.

Even with the US military's significant increased reliance on contracted support, there has been no corresponding increase in DOD policy or joint doctrine to address the multitude of operational challenges inherent in the use of this critically important source of support. Furthermore, there is no holistic plan to address both the contracting and contractor management processes by which we obtain and manage often critically important support capabilities in joint operations. This article is intended to inform the reader of the status of a major related DOD policy action and address possible doctrinal solutions to better prepare the joint force to meet these significant operational challenges.

THE CHALLENGE

While there are a host of policy issues related to the use of contractors to support military operations, the legal basis for using contractors lies in United States Code, Title 10, Section 129a. This section of federal law specifically authorizes the Secretary of Defense to use civilian contracting if it is financially beneficial and consistent with military requirements. Authority for using contractors

also exists within international law.² While international and US laws offer the legal basis for contractors accompanying the force, there are a host of policy, doctrinal and training challenges that continue to be identified but not properly addressed. Key venues that have identified a myriad of contracting and contractor management related issues include:

- Numerous Government Accountability Office reports.
- Finding #41 from the USJFCOM Joint Center for Operational Analysis Operation Iraqi Freedom (OIF) Major Combat Operations Report.
- JS J-4's "Joint Theater Logistic Initiative"—joint contracting was one of eight major capability gaps identified.
- The failed 2003 "Contractors on the Battlefield" joint doctrine proposal.
- Numerous joint and Service lessons learned, after-action reports, end-of-tour reports, and professional journal articles.
- Specific contingency contracting and contractor management challenges are wide ranging but generally have changed little over time. Some common examples of these challenges are listed below:
- How do the joint force or Service component commanders properly integrate theater support and related external support³ contracting efforts?
- What are the processes and procedures to establish and operate a theater or joint operational area-wide contracting support structure, so that we do not have one Service component outbidding another Service component for the same limited in-theater vendor base support?
- When is it appropriate to use armed contracted security personnel to guard military facilities, supplies or personnel? Who has the authority to make this decision?
- How does the joint force commander (JFC) account for contractor personnel? Are there different accountability standards for the different types of contractors and/or where these personnel are actually hired?⁴

- How does the JFC capture contracted support capabilities and shortfalls as they relate to overall force readiness?
- What are the basic policies and doctrinal procedures to ensure that contractor personnel who deploy with the force meet theater entrance requirements?

Contracting Management Challenge. Contracting management challenges are primarily related to theater and external support contracts that are awarded or modified during contingency operations. Theater support contracts, by design, often cannot be awarded in advance and the organization(s) that award them are often formed in an ad hoc manner during or shortly before the commencement of a contingency operation. And because logistics and contracting is primarily a Service Title 10 function, theater support contracts often suffer from the “the Service that arrives the firstest gets the mostest” syndrome as we force a peacetime contracting process into a joint operational environment. For example, early on in OIF, the JFC had limited visibility and understanding of sometimes critically important contractor activities and frequently had no effective way to get answers to readiness related contracted support questions. Specific OIF contracting challenges included:

- Different Service theater support contracting staffs competing for the same limited in-theater vendor base, sometimes leading to higher prices
- An inability to “roll up” similar requirements to leverage economic order buying.
- An inability to consider similar capabilities available under existing external support contracts or husbanding contracts.
- Insufficient control early on to review and prioritize requirements.
- Inequitable and inefficient use of our small professional contracting officer/NCO force.
- Creating unexpected and possibly unnecessary operational shortfalls in some cases.

CONTRACTOR MANAGEMENT CHALLENGE

Today, contract support has expanded well beyond traditional logistics support functions. In addition to

commonly understood support functions such as facilities construction, laundry services, security, sanitation, equipment maintenance and recreation services; contract support often includes many non-logistics functions such as communications, intelligence, interrogation, and translation support. In OIF, external support contractor personnel performed a good portion of the joint reception, staging, onward movement, and integration (or JRSOI) support functions to include land transportation, movement integration, and operation of in-theater training ranges. Equally critical is our growing reliance on systems support contractors who provide mission essential technical support to many of our high-tech weapon and support systems.

Another important factor we can no longer afford to overlook is that often critically important contracted support can occur well forward of what is currently referred to in joint doctrine as the joint rear area. And because we will rarely conduct military operations in a linear fashion, we no longer have a clear demarcation line for a “forward and rear area of battle.” Contractors can be, and will be, nearly anywhere in the operational area. Even when operating in what are traditionally rear area functions such as line-haul truck driving, contractor personnel are extremely vulnerable to enemy action, yet they do not possess the same self-defense capability as military members of the force. Despite the obvious fact that contractor personnel are part of the total force and are a critical force multiplier, we often fail to properly plan for or manage their use.

Many of the reports and staff actions mentioned earlier in this article speak volumes on inadequate planning and coordination between our acquisition, logistic, and operations communities as it relates to the proper integration of contracted support into contingency operations. Yet despite having the time to properly integrate this support (Service program offices and materiel commands normally award systems support contracts and external support contracts well in advance of their use), the full operational impact of this contractor logistic support is rarely addressed properly in our operation plans. The resulting unplanned presence of contractor personnel in the operational area shifts responsibility to the combatant commander for force protection, medical coverage, and other Government support requirements. This lack of planning and management of contractor support for contingency operations has resulted in:

- Increased responsibility for the combatant commander in supporting contractor personnel in areas of life support, protection, operational, and administrative control.

(Continued on next page)

- Use of additional unplanned resources (military manpower, material, funding) to support contractor personnel.
- Concern for the availability of, and in some cases actual interruptions in, supplies and services in a hostile environment.⁵
- Lack of backup plans for logistic support should contractor logistic support become unavailable.

The challenge for commanders is how to make the most effective use of contractors and to balance the increased capabilities brought by contractors with the added challenges. **When using contracted support in lieu of military support capabilities, commanders don't necessarily face more risks, but they do face different risks.** These benefits and risks must be placed in perspective, properly assessed, and dealt with in a much more formal and educated manner. Use of contract personnel often reduces operational risk because the contractors represent capabilities, or increments thereof, that otherwise may not be available to commanders. However, in accepting that contractor's increased capability, the commander must assess the increased force protection and other Government support requirements associated with the contractor's presence.

POLICY AND DOCTRINE ASSESSMENT

While contracting policy is relatively extensive, it has a peacetime paradigm and only recently have there been significant efforts to expand this policy to better address execution of contracts during contingency operations. Policy for managing contractor personnel and capability also exists, but it is found in many disparate documents and is generally lacking in clarity and scope. Until recently, there has been no overarching, comprehensive DOD policy on managing contractor personnel in contingency operations.

Similar to the policy situation, contracting and contractor management is currently addressed in joint doctrine; however, it remains inadequate in scope and clarity. For example, contractor personnel management guidance is essentially limited to nine pages in JP 4-0, *Doctrine for Logistics Support of Joint Operations*, and a smattering of discussion in other joint publications. In defense of the joint doctrine process, it must be noted that the dearth of joint doctrine in this area is directly attributable to the lack of DOD policy noted above. In

fact, joint doctrine on contractor management was formally pursued in 2003 only to be rebuffed at the last minute (rightfully so) by the joint doctrine development community due to the lack of DOD policy "top cover."

THE APPROACH

Holistic Challenge...we need to update and expand both joint contracting and contractor management policy and doctrine.

Current Policy Action

The JS J-4 has led a significant joint effort to develop overarching DOD policy and procedures for management of contractor personnel supporting contingency operations. Issues addressed by the new DOD Directive and DOD Instruction include integrating contractors into operational planning; maintaining overall visibility of contractor personnel and contract capability; effectively deploying and redeploying contractors; providing force protection to contractor personnel; procedures for authorizing contractor security services; and other government support requirements (e.g., protective equipment, weapons issue, uniforms, medical, and mortuary coverage).

Coincidentally, Section 1205 of the FY 05 National Defense Authorization Act signed in the Fall of 2004, requires the Secretary of Defense, within 180 days of enactment of the Act, to issue guidance on how the Department of Defense shall manage contractor personnel who support deployed forces and integrate into a single document other guidance and doctrine that may affect DOD responsibilities. The Act states this guidance shall address a host of contractor security personnel issues and establish procedures for categorizing security, intelligence, law enforcement, and criminal justice functions that are either inherently governmental or not ordinarily performed by contractors in areas of military operations.

At the time of the writing of this article, these DOD policy documents were awaiting final OSD Office of General Counsel review. Subject to this review and based on the Section 1205 requirements discussed above, formal OSD approval of these documents is expected soon.

Future Doctrinal Approaches

Once published, the pending DOD policy will provide the previously non-existent policy foundation for developing joint doctrine on management of contractor personnel. Additionally, there are sufficient lessons learned and other

published materiel available to develop and expand contracting doctrine. However, the challenge remains on how to best implement this new and expanded joint contracting and contractor management doctrine.

A preliminary assessment has led the authors of this article to identify two possible courses of action (COAs) to address this joint doctrine challenge. Each of these COAs will be discussed at the upcoming 2005 Joint Doctrine Working Party. **COA 1** is to develop a comprehensive new JP 4-0 series joint publication that would address both joint contracting and contractor management in detail, since the two concepts are inextricably linked. **COA 2** has two-parts—first, expand existing joint doctrine to better address joint contracting (most likely in JP 4-07, *JTTP for Common User Logistics in Joint Operations*); and second, develop a separate, joint handbook on contractor management in joint operations. The joint handbook would be posted on the joint electronic library and serve both as interim, unofficial doctrinal guidance to the joint force. It also would serve as an implementation plan or “road map” to update multiple, existing joint publications as they enter revision to fully “operationalize” the new DOD policy on management of contractor personnel supporting contingency operations.

In any case, our goal is to provide the JFC updated and expanded joint doctrine on how to plan for and execute both contracting and contractor management in joint military operations. The expanded joint contracting doctrine must cover accepted techniques to manage and control theater and external support contracting within a specific operational area. It also must include a joint contracting support plan template that can be tailored by the JFC as necessary for a specific operation. For contractor management, the measure of effectiveness will be clear, concise and practical doctrinal techniques and procedures that fully “operationalize” the soon to be approved DOD contractor management policy.

CONCLUSION

The ultimate goal of this policy and doctrine effort is to ensure that contracted support continues to enhance, and not detract from, our military capability. Expanded and updated policy and joint doctrine in these two related areas can reduce the risk and turbulence often associated with poorly planned use of contracted support and lead to more effective and efficient use of our limited contracting officer/NCO force as well as the available in-theater vendor base resources. It will also lead to a better

understanding of the nuances, benefits, and challenges of using contracted vice military support when it comes to mission risk, force protection, and government support. Regardless of the final packaging of the doctrinal effort, **the joint community must move forward with firm resolution to fully “operationalize” the new DOD contractor management policy and embrace a holistic solution that also addresses the contracting management challenge.**

ENDNOTES

¹ While determining contractor personnel numbers is an imprecise science at best, it is estimated that during the 1990-1991 Gulf War, there was about 1 US citizen contractor employee deployed for every 50 military personnel deployed. In the CENTCOM AOR today, that ratio is more like 1 to 5. And this ratio does not include the much more numerous third country and local nationals employed in support of US and coalition forces. Note: these statistics only address contractor personnel in support of military operations, they do not include contract personnel hired to support or protect the rebuilding of the Iraqi infrastructure, key civilian leadership, etc.

² International law allows contractor personnel to accompany the force and support military operations in accordance with the 1949 Geneva Conventions Relative to the Treatment of Prisoners of War. As civilians accompanying the force, a military commander is under no obligation to separate contractor personnel from military forces or military objectives. If captured, these contingency contractor personnel are entitled to the protections provided prisoners of war by the Geneva Convention. While contractor personnel may be killed or injured while supporting military operations, they are not considered combatants under international law. However, actions inconsistent with their status could jeopardize the legal protections to which they are entitled. Therefore, contractor personnel shall not use force or otherwise directly participate in acts likely to cause actual harm to the personnel and equipment of enemy armed forces.

³ Approved joint doctrine describe three types of contracts: theater support, external support and systems support. Theater support contracts are awarded within the specific operational area to support deployed operational forces. Military contracting personnel working under the contracting authority of the theater, Service component, or joint forces command contracting chief, normally award and administer these contracts. Theater support contracts provide goods, services, and minor construction, usually from the local vendor base, to meet the immediate needs of operational commanders. Most of these contracts do not provide essential contractor services; however, there are exceptions such as fuel and transportation support. External support contracts are awarded under the command and procurement authority of supporting headquarters outside the specific operational area. These contracts are usually prearranged, but may be awarded or modified during the mission

(Continued on page 30)

JOINT SPACE DOCTRINE – NEW PERSPECTIVES REQUIRED

By Mr. Nathan Toth, Lt Col (Ret), USAF, US Northern Command

JP 3-14, *Joint Doctrine for Space Operations*, first published in 2002, culminated a 12-year effort to produce joint doctrine for space operations. In 2004, it underwent an early formal assessment by USJFCOM JWFC. JWFC concluded that no early revision was required, but did recommend proceeding with development of an appendix on space control operations. The latter recommendation supports earlier Joint Doctrine Working Party decisions to develop joint doctrine for space control, and to consolidate all space doctrine in a single publication. The JWFC assessment report also recommends modifying “the scope to focus the publication at the strategic- and operational-level fundamentals of space that are applicable to all warfighters.”¹ That focus will be elaborated on below.

The consensus among participants during JP 3-14’s final development stages was that it is primarily a space tutorial without much doctrinal substance. The inability to articulate coherent joint space doctrine stems, in part, from some of the challenges facing the joint doctrine process. One of the doctrine process challenges is a broad misunderstanding among many in the Department of Defense regarding what constitutes joint doctrine, and more fundamentally, the range of joint missions and functions that truly require doctrinal-level discussion to enhance joint warfighting. While plausible arguments to the contrary can be made, we will assume there is a need for joint space doctrine.

The Winter 2002-03 edition of *Joint Force Quarterly* devoted extensive coverage to “The Military Uses of Space.” Two of the articles address the doctrinal aspects of military space operations, and can help understand what should, and more importantly, what should not be addressed in JP 3-14. Lt Col Michael Smith’s “Some Propositions on Spacepower” offers ten propositions for space as an autonomous domain,² distinct from the air domain. One may argue certain points in Lt Col Smith’s propositions, but in about four pages he offers more potential doctrinal **principles, considerations and tenets**³ for the employment of space forces than JP 3-14 does in approximately 60 pages of primary text and appendices. “Controlling the High Ground” is a doctrine⁴ article on JP 3-14 that advises the publication “is a valuable reference for military professionals who seek to understand the impact

of space capabilities on joint warfare.”⁵ A closer look at these articles should provide developers of the forthcoming space control appendix, and the future (2007) revision to JP 3-14, with some insights to help overcome current shortcomings.

“Controlling the High Ground” asserts that JP 3-14 “became outdated only 52 days after its issuance with the deactivation of US Space Command and the assumption of space responsibilities by US Strategic Command in October 2002.” Regarding Chapter II: “In addition to the out-of-date discussion of US Space Command, Service competency (*sic*) has also changed and is not as clear cut as in the past.” Further, “Resolution of a more enduring set of components is pending.”⁶ These are all true statements, but miss the point that joint doctrine should provide strategic/operational guidance to all Joint Force Commanders (JFC) without being encumbered with extensive details on transitory organizational structures. Defining or describing combatant command Service component commands, while important, should be done in terms that outline broad command and control (C2) options. The supported JFCs are not generally concerned about which agency has the space mission, or how they are organized; they simply want space force support to accomplish their assigned missions.

This highlights a basic flaw with JP 3-14; which tries unsuccessfully to describe the C2 of space forces in terms equivalent to air, land, and sea forces, and in terms of the operational level of war as conducted by geographic combatant commands. However, there is no “componency” to space operations that would lead to development of joint doctrine for C2 of space forces equivalent to the joint force air/land/maritime component commanders. Space forces and capabilities are strategic and national capabilities, controlled and operated at strategic levels. Lt Col Smith touches on this in at least two of his propositions—“Spacepower is comprised of a total national space activity,” and “Spacepower assets form a national center of gravity.”⁷ Unfortunately, while JP 3-14 does acknowledge global aspects of space operations, it consistently tries to frame space operations at the theater operational level. Ultimately, JP 3-14 provided “doctrine” for a target audience that simply was not consistent with their needs.

“Controlling the High Ground” also states, “The discussion in chapter three of the command and control of space forces would almost be correct if the references to U.S. Space Command were credited to U.S. Strategic Command.”⁸ The reality is that Chapter III fails on
(Continued on page 31)

JOINT PUBLICATION STATUS

APPROVED SINCE OCTOBER 1, 2004

PUB#	TITLE
2-01 Rev1	Joint and National Intelligence Support to Military Operations
1-01 Rev2	Joint Doctrine Development System (published as CJCSI 5120.02)

SCHEDULED FOR APPROVAL OVER THE NEXT 6 MONTHS

PUB#	TITLE
1-04	JTTP for Legal Support to Military Operations
3-02.1	JTTP for Landing Force Operations (as MTTP)
3-02.2	JTTP for Amphibious Embarkation and Debarkation (as MTTP)
3-08 Rev1	Interagency Coordination During Joint Ops (I & II)
3-12 Rev1	Doctrine for Joint Nuclear Operations
3-13 Rev1 ^{C5}	Joint Doctrine for Information Operations
3-26	Joint Doctrine for Homeland Security
3-32	C2 for Joint Maritime Operations
3-61 Rev1	Doctrine for Public Affairs in Joint Operations
3-63	Joint Doctrine for Detainee Operations
4-01.2 Rev1	JTTP for Sealift Support to Joint Operations
4-01.6 Rev1	JTTP for Joint Logistics Over-the-Shore (JLOTS)
4-05 Rev1	Joint Doctrine for Mobilization Planning
6-0 Rev1 ^{C14}	Doctrine for Communications Support to Joint Ops

IN ASSESSMENT OVER NEXT 6 MONTHS

PUB#	TITLE
1-06**	JTTP for Financial Management During Joint Ops
2-01.3**	JTTP for JIPB
3-01.1**	Aerospace Defense of North America
3-04.1**	JTTP for Shipboard Helicopter Operations
3-05*	Doctrine for Joint Special Operations
3-07.1*	JTTP for Foreign Internal Defense (FID)
3-09.3*	JTTP for Close Air Support (CAS)
3-11**	Joint Doctrine for Operations in NBC Environments
3-18**	Joint Doctrine for Forcible Entry Operations
3-30*	C2 for Joint Air Operations
3-31*	C2 for Joint Land Operations
3-53*	Doctrine for Joint Psychological Operations
3-57 ^{A1}	Joint Doctrine for Civil-Military Operations
4-03*	Joint Bulk Petroleum and Water Doctrine

* Preliminary assessment ** Formal Assessment

^{A1} Consolidated formal assessment with JP 3-57.1

^{C1} Incorporates JP 3-07 ^{C2} Incorporates JPs 3-01.2 and 3-01.3

^{C3} Consolidation as JPs 3-05.1 ^{C4} Consolidation as JP 3-10

^{C5} Incorporates JP 3-13.1 ^{C6} Incorporates JP 3-14.1

^{C7} Incorporates JP 4-08

^{C8} Incorporates JP 4-04 ^{C9} Incorporates JP 4-01.8

^{C10} Incorporates JPs 3-50.2, 3-50.21, and 3-50.3

IN REVISION OVER THE NEXT 6 MONTHS

PUB#	TITLE
1-0 Rev1	Doctrine for Personnel Support to Joint Operations
2-0	Doctrine for Intelligence Support to Joint Ops
2-01.2	Joint Doctrine, TTP for Counterintelligence Ops
2-03 Rev1	JTTP for Geospatial Information and Services Support to Joint Operations
3-0 Rev3 ^{C1}	Joint Operations
3-01 Rev1 ^{C2}	Joint Doctrine for Countering Air and Missile Threats
3-03	Doctrine for Joint Interdiction Operations
3-05.1 Rev1 ^{C3}	JTTP for Joint Special Operations Task Force Ops
3-05.2 Rev2 ^{C3}	JTTP for Special Operations Targeting and Mission Planning
3-07.2 Rev1	JTTP for Antiterrorism
3-07.3 Rev1	JTTP for Peace Operations
3-07.4 Rev1	Joint Counterdrug Operations
3-07.5 Rev1	JTTP for Noncombatant Evacuation Operations
3-09	Doctrine for Joint Fires
3-09.1	JTTP for Laser Designation Operations
3-10 Rev1 ^{C4}	Joint Doctrine for Rear Area Operations
3-10.1 Rev1 ^{C4}	JTTP for Base Defense
3-14 Rev1 ^{C6}	Joint Doctrine for Space Operations
3-15 Rev1	Joint Doctrine for Barriers, Obstacles, and Mine Warfare
3-16 ^{A1}	Joint Doctrine for Multinational Operations
3-34 Rev1 ^{C8}	Joint Engineer Operations
3-35 ^{C9}	Joint Deployment and Redeployment Operations
3-50 Rev1 ^{C10}	Joint Doctrine for Personnel Recovery
3-51 Rev1	Joint Doctrine for Electronic Warfare
3-54 Rev1	Joint Doctrine for Operations Security
3-58 Rev1	Joint Doctrine for Military Deception
3-59 Rev1	JTTP for Meteorological and Oceanographic Support
3-60 Rev1 ^{C11}	Joint Doctrine for Targeting
4-0	Doctrine for Logistic Support of Joint Operations
4-01.3 Rev2 ^{C12}	JTTP for Movement Control
4-01.4 Rev1 ^{C12}	JTTP for Joint Theater Distribution
4-01.7 Rev1 ^{C12}	JTTP for Use of Intermodal Containers in Joint Operations
4-02 Rev1 ^{C13}	Doctrine for Health Service Support in Joint Ops
4-02.1 Rev1 ^{C13}	JTTP for Health Service Logistics Support in Joint Operations
4-02.2 Rev1 ^{C13}	JTTP for Patient Movement in Joint Operations
4-05.1 Rev1	JTTP for Manpower Mobilization and Demobilization Operations: RC Callup
4-06 Rev1	JTTP for Mortuary Affairs in Joint Operations
4-09 Rev1 ^{C12}	Joint Doctrine for Global Distribution
5-0 Rev1	Doctrine for Planning Joint Operations
5-00.2 Rev1	Joint Task Force Headquarters

^{C11} Incorporates JP 2-01.1 ^{C12} Consolidation as JP 4-09

^{C13} Consolidation as JP 4-02 ^{C14} Incorporates JP 6-02

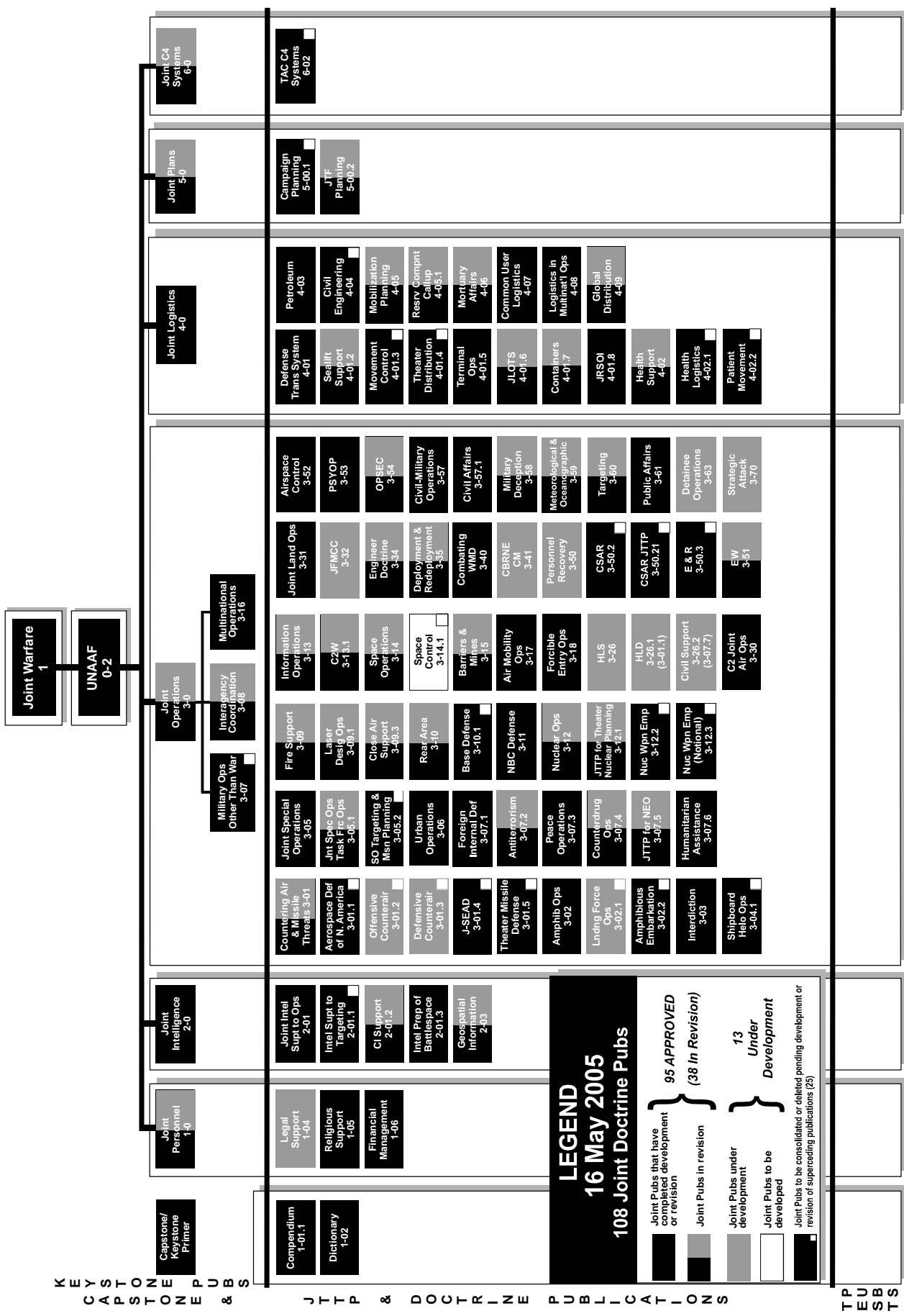
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DOCTRINE ORGANIZATION UPDATES

JOINT STAFF, J-7 JOINT EDUCATION AND DOCTRINE DIVISION (JEDD), JOINT DOCTRINE BRANCH (JDB)

By Colonel Jerry Lynes, USMC, Division Chief

Personnel Turnover. Mr. Tom Bradley recently departed JDB after making great progress with reviewing and efficiently processing comments on allied joint publications. Mr. Pete Sartino (USAF Ret), a joint doctrine veteran, who until recently was on active duty at HQ Air Force Doctrine Center (AFDC) filled the vacancy. Pete brings a wealth of experience from AFDC and will be working both US joint and multinational publications.

Joint Doctrine Revision Status. The percentage of joint publications in revision will remain near 60% for at least the next year. Currently 10 out of 11 capstone and keystone publications are in revision or assessment, and a combined total of 51 out of 109 (44%) joint publications are in revision or assessment. Consolidation during the revision cycle will reduce the number of joint publications to 81. The revision-phase status of applicable joint publications is as follows: 13 in assessment, seven in program directive development, 30 in draft development, and one in a routine change process; with 26 projected to be consolidated/removed. Over the next couple of years the percentage of publication in revision will decrease and then begin to rise again peaking in 2011 at about 70%. However, this spike is somewhat misleading as fewer publications mean bigger swings in percentages.

Major Ongoing Tasks. In addition to being involved in an unprecedented joint doctrine revision effort, JDB is dedicating considerable time and resources to:

- Parsing the effects-based operations concept. Specifically, moving portions of the concept (i.e., effects-based approach to planning) into joint doctrine.
- Developing a campaign phasing construct for inclusion in keystone joint operation and planning publications.

- Strengthening ties with multinational partners with respect to doctrine development.
- Improving the joint doctrine development process through more robust engagement with joint staff doctrine sponsors and lead agents.

JOINT AND ALLIED DOCTRINE DIVISION (JADD), FUTURES CENTER, HEADQUARTERS, US ARMY TRAINING AND DOCTRINE COMMAND (TRADOC)

By COL James Slavin, USA, Chief

Personnel Changes. JADD said farewell to three outstanding members—LTC Maureen Cantwell, LTC Lloyd Brown, and Ms. Kathy Romero. They all contributed immeasurable value to JADD, the Futures Center, and the Army. We wish them all well. We also welcomed two new officers to the team—LTC Kevin McRee and LTC Tom Ulmer.

JP 3-0, Joint Operations, Revision. JADD participated in two joint working groups (JWGs) for the JP 3-0 revision. The most recent was conducted on 15-17 March 2005. The purpose of the meeting was to discuss changes made since the first JP 3-0 Revision First Draft (RFD) JWG and refine the “effects language” decisions made during the “EBO Mini-Forum.” Significant results included:

- The JP 3-31, *Command and Control for Joint Land Operations*, language defining functional component support relationships within an area of operations is ambiguous. JS J-7/JEDD will take a recommendation from the Joint Doctrine Development Community (JDDC) to change the language using joint staff action processing; ultimately, it will be decided by a Tank session.
- The lead agent (USJFCOM) will reorganize the RFD chapter on “Operational Design” to better discuss the distinction between operational art and operational design and the elements thereof. The related guidance on “A Systems Understanding of the Operational Environment” will be added to the elements of operational design. An “effects-based approach” to planning will be discussed as a part of operational design. This includes identification of desired and

(Organization updates continued on next page)

undesired effects. The RFD guidance on “critical factors analysis” will be removed.

- The section on “assessment” will be expanded to include the addition of “effects assessment.” It will retain guidance on “combat assessment.”
- The range of military operations will be modified to encompass “Military Engagement, Security Cooperation, and Deterrence; Crisis Response Contingencies; and Major Operations and Campaigns.”
- The joint operations phasing model will change from four phases (Deter/Engage, Seize Initiative, Decisive Operations, Transition) to six phases (Shape, Deter, Seize Initiative, Dominate, Stabilize, Enable Civil Authority). It will be emphasized that not all joint campaigns or operations will use all the phases; the types of military operations (i.e., offensive, defensive, or stability) can be simultaneous, continuous, and overlapping throughout the various phases; and that “dominate” is not necessarily focused on combat operations.

Contractors on the Battlefield—DOD Policy and Doctrine Action. JADD continues to work with the JS J-4 to develop COAs to update and expand both contracting and contractor management discussions in joint doctrine based on recent lessons learned and the soon to be published DOD directive and accompanying DOD instruction on “Contractor Personnel Management in Contingency Operations.” Currently, two COAs are being considered.

- COA 1: Develop a comprehensive new JP 4-0 series publication that addresses both joint contracting and contractor management in detail.
- COA 2: Expand existing joint logistic doctrine to better address joint contracting (most likely in JP 4-07, *JTTP for Common User Logistics*) and develop a separate, joint handbook on “Contractor Management in Joint Operations.”

The joint handbook would serve both as interim (albeit unofficial) doctrinal guidance to the warfighter as well as an implementation plan “road map” for the JDDC to fully “operationalize” the new DOD policy into all relevant JPs (e.g., updated contractor accountability discussion would go into JP 1-0, *Doctrine for Personnel Support to Joint Operations*). Additionally, the JS J-4 has received JS J-7 approval to provide an information briefing on this issue at

the May 2005 Joint Doctrine Working Party. See the J-4/TRADOC co-authored article in this newsletter that outlines the joint contracting and contractor management challenge and the above COAs in more detail.

Object Based Publishing (OBP) is a TRADOC initiative which will result in a soldier being able to retrieve Army doctrine with greater certainty and specificity. It is a three part project that will have one contract to convert existing doctrine into stand alone topics; another contract to establish the required new business policies; and the third contract, working with the Army Training and Support Center, to establish tools for using the objects. “Performance Work Statements” for converting the doctrine and establishing new business practices have been submitted and the “Contract Advisory and Assistance Services” have both been written. Doctrine, grouped logically according to a taxonomy, will better assist warfighters in finding and retrieving the specific information they need. JADD continues close coordination with Combined Arms Center/CADD, the Center for Army Lessons Learned, and other stakeholders to ensure the OBP initiative is integrated efficiently and meets warfighter needs.

Common Geographic Reference System Standardization (CGRS) Working Group. The National Geospatial-Intelligence Agency (NGA) has been directed by the Chairman of the Joint Chiefs of Staff to “take the lead in developing a global reference system that meets the requirements of the combatant commanders and Services.” This meeting was an initial attempt at framing the issue, focusing on the functional requirements regarding brevity, intuitiveness, interoperability, and C2 systems issues. NGA will develop a plan and determine the pros and cons of models being discussed as candidates—(1) USAF (Air Warfare Center, Nellis AFB) model of the ALSA CGRS method applied globally, having one origin point; (2) Global Geographic Reference System (GEOREF) model, modified with the keypad construct. JADD continues to track the progress and work with NGA on the technical GEOREF requirements. NGA will produce a technical manual (TM) defining the reference system. The new TM will influence a change to CJCSI 3900.01, *Position Reference Procedures*, to include the new reference system. Joint publications will then be able to refer to the new reference system.

JP 3-10, *Joint Security Operations in Theater (formerly Doctrine for Joint Rear Area Operations)*. The RFD has been released for worldwide staffing with a 4 May 2005 suspense date. This effort is also the main venue to address the related Army-Air Force Warfighter Talks task #4, “Joint Air Base Defense (Interdependency).” JADD continues to work with USJFCOM’s Joint Center for

Operational Analysis to finalize the JP 3-10 RFD assessment team action. This team of CAC, Forces Command, and the Air Force joint security experts is tentatively scheduled to deploy to Southwest Asia in May 2005.

JP 3-15, *Barriers, Obstacles, and Mine Warfare for Joint Operations*. The program directive (PD) was released by JS J-7 for final coordination on 23 March 2005. The RFD is scheduled for release in October 2005.

JP 3-34, *Joint Engineer Operations*. The RFD was released by JS J7 for worldwide review on 21 March 2005. The revision second draft is scheduled for release during July 2005. Revised JP 3-34 is scheduled for approval in May 2006.

JP 3-63, *Joint Doctrine for Detainee Operations*. The final coordination version has been released for worldwide review. JS J-5 is the JS doctrine sponsor. Expect a JWG in May 2005. Approval is projected during the 3rd Qtr 2005.

FM 3-50, *Army Personnel Recovery (Initial Draft)*, was released on 22 February 2005. This new development was briefed last year during the second annual Army Personnel Recovery Conference with a projected timeline of 22 months. TRADOC/JADD was able to reprioritize its workload and obtain the funding necessary to expedite (12 months ahead of schedule) FM 3-50 development. Note: The third annual Army Personnel Recovery Conference is scheduled for May 2005.

HEADQUARTERS, AIR FORCE DOCTRINE CENTER (HQ, AFDC/DJ)

By Maj Mark Brown, USAF, HQ AFDC/DJ

Airbase Opening (ABO) Concept. AFDC is collaborating with the Operations Concepts division of HQ USAF on an “ABO Enabling Concept.” The project stems from Operations ENDURING FREEDOM/IRAQI FREEDOM experiences revealing major ABO process seams between seizure, opening, and operating phases. The warfighters need a standardized ABO process which facilitates effective ABO planning, smooth transitions, and establishment of secure joint airbases in permissive, uncertain, and hostile operational environments.

- The Air Force introduced the concept to the joint community as an OpsDep Tank information brief in

January 2005. A Director, Joint Staff memo from the Tank charges the Air Force with leading the effort to move the ABO concept into joint doctrine. A series of milestones have been developed, in conjunction with USJFCOM JWFC and USTRANSCOM, which primarily targets JPs 3-10, *Joint Security Operations in Theater*, 3-17, *Joint Doctrine and JTTP for Air Mobility Operations*, 3-18, *Joint Doctrine for Forcible Entry*, and 5-0, *Doctrine for Planning Joint Operations*. ABO experts in the Air Force’s Air Mobility Command are currently drafting a JP 3-17 routine change proposal to capture some ABO fundamentals and introduce the Air Force’s major ABO capability—the contingency response group (CRG).

- Our proposed ABO joint doctrine text will introduce two new terms to the joint doctrine development community (JDDC)—senior airfield authority (SAA) and base security zone (BSZ). A joint force commander-appointed SAA at each airbase would integrate and deconflict joint airbase operations; exercising authority over the operation and maintenance of the airfield and associated facilities. The BSZ, an effort to integrate internal and external base defense capabilities, will resemble the current term “base defense zone” used in JP 3-10.1, *JTTP for Base Defense*. Both proposed definitions are still in development.
- The Air Force enabling concept should be approved by June 2005 and, with Tank direction, may transition to a joint integrating concept. We will provide an update to the JDDC at the 18-19 May 2005 Joint Doctrine Working Party.

Personnel Changes. AFDC/DJ has added three new action officers to the roster. Lt Col Kevin Zeeck is a fighter pilot most recently assigned to Holloman AFB, NM. Maj Tom Jahn, an airlift pilot, comes to us from a staff assignment with Headquarters Air Mobility Command. Mr. Mark Perryman works for AFDC/DJ as a contractor and is also an Alabama Air National Guard fighter pilot. Maj Pete Sartino has retired but is staying in the doctrine business with Cornerstone Industries in Alexandria, VA.

TERMINOLOGY CURRENCY

Users of JP 1-02, *DOD Dictionary of Military and Associated Terms*, should note that printed versions quickly become dated and they should go online to get the most current information. Navigate to: <http://www.dtic.mil/doctrine/jel/doddict/index.html>

(Organization updates continued on next page)

AIR LAND SEA APPLICATION (ALSA) CENTER

By Colonel Michael R. Martinez, USA, Director

The Air Land Sea Application (ALSA) center located at Langley AFB, VA, continues to publish multi-Service tactics, techniques, and procedures (MTTP) focusing on meeting the “*immediate needs of the warfighter*.” ALSA had some personnel losses over the past few months and is in the middle of a major renovation of our facilities, but the work continues at ALSA unabated. We recently said farewell to two Army action officers as well as the ALSA director, Col Dave Petersen, who moved on to group command in Del Rio, TX. Congratulations to Dave on his selection, he was a great Director and we were fortunate to have had such a quality officer leading ALSA for the past year. As the deputy director for the last year, I learned the ropes from Dave and look forward to serving this next year as the ALSA Director.

Publications approved recently include *Joint Fires*, *UHF-TACSAT/DAMA Operations*, and *Tactical Convoy Operations*. Those continuing in development are MTTPs on *Brevity*, *Aviation Urban Operations*, *Kill Box Procedures*, *Explosive Ordinance Disposal*, *Unexploded Ordinance Disposal*, and *Cordon and Search*. MTTP on Cordon and Search is in the initial stages

of program approval. If it is approved by the ALSA Joint Action Steering Committee (JASC), we will schedule the first joint working group in May 2005 at Nellis AFB, NV.

There is no other process like ours in the Department of Defense that can complete a doctrinal publication from start to finish in six months. For example, *Tactical Convoy Operations* was put on the fast track and Team E did a magnificent job bringing that critical publication in on time. This MTTP consolidates the Services’ best TTP used in convoy operations into a single MTTP with the objective of reducing casualty rates and increasing the probability of mission success. To date, 57,000 copies of the rip-stop, weather proof, cargo pocket size version have been requested by the Services. The publication is currently being printed, but for those who need it now the complete publication can be downloaded from our Web site at <https://wwwmil.alsa.mil/index.html>.

We continue to seek publication topics that fill interoperability or doctrinal voids between the Services. Those that make it through the program approval process are normally produced within one year and become Service doctrine for all the Services. For more information on any of the MTTPs available from ALSA, or to recommend a new MTTP topic for development, visit our Web site at <https://wwwmil.alsa.mil/index.html> or contact us at alsadirector@langley.af.mil.

CURRENT ALSA PUBLICATIONS

TITLE	DATE	PUBLICATION #	DESCRIPTION
ADUS: <i>Multi Service Tactics, Techniques, and Procedures for AIR DEFENSE of the United States</i> Classified SECRET/RELCAN	22 MAR 04	A: FM 3-01.1 N: NTTP 3-26.1.1 AF: AFTTP(I) 3-2.50	This MTTP supports planners, warfighters, and interagency personnel participating in air defense of the US by providing planning, coordination, and execution information. Pub is primarily focused at the tactical level. Includes Operation NOBLE EAGLE and Clear Skies Exercise lessons learned. Assess: 1 Sep 05 (18mo); 1 Mar 07 (3yr) POC: Team E alsae@langley.af.mil
AMCI: <i>Army and Marine Corps Integration in Joint Operations</i>	21 NOV 01 (Transitions to the Army in NOV 04)	FM 3-31.1 (FM 90-31) MCWP 3-36	Describes the capabilities and limitations of selected Army and Marine Corps organizations and provides TTP for the integrated employment of these units in joint operations. The example used is C2 of a notional Army Brigade by a MEF or C2 of a MEB by an Army Corps. Current Status: Scheduled for revision in November 2004 (3yr). (New POC is CAC/CADD, Ft. Leavenworth) ALSA transition POC: Team F alsaf@langley.af.mil
AVIATION URBAN OPERATIONS: <i>Multiservice Tactics, Techniques, and Procedures For Aviation Urban Operations</i>	15 APR 01	FM 3-06.1 (FM 1-130) MCRP 3-35.3A NTTP 3-01.04 AFTTP(I) 3-2.29	MTTP for the tactical-level planning and execution of fixed- and rotary-wing aviation urban operations. Current Status: Revision. JWG held 2-5 Nov 04. Expect final coordination out for worldwide review 10 Dec 04. POC: Team E alsae@langley.af.mil
BREVITY: <i>Multi-Service Brevity Codes</i> Distribution Restricted	05 JUN 03 Under Revision	FM 3-54.10 (FM 3-97.18) MCRP 3-25B NTTP 6-02.1 AFTTP(I) 3-2.5	A dictionary of multi-Service use brevity codes to augment JP 1-02, <i>DOD Dictionary of Military and Associated Terms</i> . This publication standardizes air-to-air, air-to-surface, surface-to-air, and surface-to-surface brevity code words in multi-Service operations. Current Status: Active: JWG scheduled 4-6 Jan 05, Nellis AFB POC: Team F alsaf@langley.af.mil

CURRENT ALSA PUBLICATIONS (CONT.)

TITLE	DATE	PUBLICATION #	DESCRIPTION
COMCAM: <i>Multi-Service Tactics, Techniques, and Procedures for Joint Combat Camera Operations</i>	15 MAR 03	FM 3-55.12 MCRP 3-33.7A NTTP 3-13.12 AFTTP(I) 3-2.41	This publication fills the void that exists regarding combat camera doctrine, and assists JTF commanders in structuring and employing combat camera assets as an effective operational planning tool. Assess: 1 Sep 04 (18mo); 1 Mar 06 (3yr) POC: Team C alsac@langley.af.mil
EOD: <i>Multi-Service Procedures for Explosive Ordnance Disposal in a Joint Environment</i>	15 FEB 01	FM 4-30.16 MCRP 3-17.2C NTTP 3-02.5 AFTTP(I) 3-2.32	Provides guidance and procedures for the employment of a joint explosive ordnance disposal (EOD) force. The manual assists commanders and planners in understanding the EOD capabilities of each Service. Current Status: Awaiting EOD transformation study results. POC: Team B alsab@langley.af.mil
HAVE QUICK: <i>Multi Service Communications procedures for the Have Quick Radio System</i>	MAY 04	A: FM 6-02.771 M: MCRP 3-40.3F N: NTTP 6-02.7 AF: AFTTP(I) 3-2.49	Will simplify planning and coordination of HAVE QUICK radio procedures and responds to the lack of HAVE QUICK TTP throughout the Services. Additionally, it provides operators information on multi-Service HAVE QUICK communication systems while conducting home station training or in preparation for interoperability training. Assess: 1 Nov 05 (18 mo); 1 May 07 (3yr) POC TEAM C alsac@langley.af.mil
HF-ALE: <i>Multi-Service Tactics, Techniques, and Procedures for the High Frequency-Automatic Link Establishment (HF-ALE) Radios</i>	01 SEP 03	FM 6-02.74 MCRP 3-40.3E NTTP 6-02.6 AFTTP(I) 3-2.48	Standardizes high power and low power HF-ALE operations across the Services and enable joint forces to use HF radio as a supplement / alternative to overburdened SATCOM systems for over-the-horizon communications. Assess: 1 Mar 05 (18mo); 1 Sep 06 (3yr) POC: Team C alsac@langley.af.mil
ICAC2: <i>Multi-Service Procedures for Integrated Combat Airspace Command and Control</i>	30 JUN 00 (Will be reassessed upon publication of JP 3-52)	FM 3-52.1 (FM 100-103-1) MCRP 3-25D NTTP 3-52.1 (Rev A) AFTTP(I) 3-2.16	Provides detailed TTP for airspace C2 to include specialized missions not covered in JP 3-52, <i>Doctrine for Joint Airspace Control in a Combat Zone</i> . Includes specific information on interfaces and communications required to support integrated airspace control in a multiservice environment. Current Status: Attempting to incorporate information into JP 3-52. Publication will be retained until it is determined information is accepted. POC: Team D alsad@langley.af.mil
IADS: <i>Multi-Service Tactics, Techniques, and Procedures for an Integrated Air Defense System(IADS)</i> Distribution Restricted	30 OCT 04	FM 3-01.15 MCRP 3-25E NTTP 3-01.8 AFTTP(I) 3-2.31	This publication provides joint planners with a consolidated reference on Service air defense systems, processes, and structures, to include integration procedures. Current status: Awaiting Print POC: Team D alsad@langley.af.mil
IDM: <i>Multi-Service Tactics, Techniques, and Procedures for the Improved Data Modem Integration</i> Distribution Restricted	30 MAY 03	FM 6-02.76 MCRP 3-25G NTTP 6-02.3 AFTTP(I) 3-2.38	Provides digital connectivity to a variety of attack and reconnaissance aircraft; facilitates exchange of near-real-time targeting data and improves tactical situational awareness by providing a concise picture of the multi-dimensional battlefield. Assess: 1 Nov 04 (18mo); 1 May 06 (3yr) POC: Team C alsac@langley.af.mil
IFF: <i>MTTP for Mk XII Mode 4 Security Issues in a Joint Integrated Air Defense System</i> Classified SECRET	11 DEC 03	FM 3-01.61 MCWP 3-25.11 NTTP 6-02.4 AFTTP(I) 3-2.39	The publication educates the warfighter to security issues associated with using the Mark XII IFF Mode 4 Combat Identification System in a joint integrated air defense environment. It captures TTP used today by the warfighter that can address those security issues. Current Status: Assess: 1 Jun 05 (18mo); 1 Dec 06 (3yr) POC: Team A alsaa@langley.af.mil
JAOC / AAMDC: <i>Multi-Service Tactics, Techniques, and Procedures for Joint Air Operations Center and Army Air and Missile Defense Command Coordination</i> Distribution Restricted	22 Mar 04	FM 3-01.20 AFTTP(I) 3-2.30	Addresses coordination requirements between the Joint Air Operations Center and the Army Air and Missile Defense Command. Assists the JFC, JFACC, and their staffs in developing a coherent approach to planning and execution of AMD operations. Assess: 1 Sep 05 (18mo); 1 Mar 07 (3yr) POC: Team D alsad@langley.af.mil
JATC: <i>Multi-Service Procedures for Joint Air Traffic Control</i>	17 JUL 03	FM 3-52.3 (FM 100-104) MCRP 3-25A NTTP 3-56.3 AFTTP(I) 3-2.23	Ready reference source for guidance on ATC responsibilities, procedures, and employment in a joint environment. Discusses JATC employment and Service relationships for initial, transition, and sustained ATC operations across the spectrum of joint operations within the theater or area of responsibility (AOR). Assess: 1 Jan 05 (18mo); 1 Jul 06 (3yr) POC: Team F alsaf@langley.af.mil

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CURRENT ALSA PUBLICATIONS (CONT.)

TITLE	DATE	PUBLICATION #	DESCRIPTION
JFIRE: <i>Multi-Service Procedures for the Joint Application of Firepower(JFIRE)</i> Distribution Restricted	30 OCT 04	FM 3-09.32 MCRP 3-16.6A NTTP 3-09.2 AFTTP(I) 3-2.6	A pocket-size guide of procedures for calls for fire, CAS, and naval gunfire. Provides tactics for joint operations between attack helicopters and fixed-wing aircraft performing integrated battlefield operations. Current Status: Awaiting Print POC: Team A alsaa@langley.af.mil
JSEAD/ARM-J: <i>Multi Service Tactics, Techniques, and Procedures for the Suppression of Enemy Air Defenses in a Joint Environment</i> Classified SECRET	28 May 04	FM 3-01.4 MCRP 3-22.2A NTTP 3-01.42 AFTTP(I) 3-2.28	This publication fills a planning and employment void not captured in existing Joint Tactics Techniques and Procedures. It contributes to Service interoperability by providing the JTF and subordinate commanders, their staffs, and SEAD operators a single, consolidated reference. Additionally, this publication discusses the employment of intelligence, surveillance, and reconnaissance assets, electronic and destructive attack weapons systems to destroy/disrupt/degrade the enemy's air defenses. It also incorporates appropriate anti-radiation missile information. Assess: Nov 05 (18 mo); May 07 (3yr) POC: Team A alsaa@langley.af.mil
JSTARS: <i>Multi-Service Tactics, Techniques, and Procedures for the Joint Surveillance Target Attack Radar System</i> Distribution Restricted	17 MAR 03	FM 3-55.6 (FM 90-37) MCRP 2-1E NTTP 3-55.13 (Rev A) AFTTP(I) 3-2.2	This publication provides procedures for the employment of the Joint Surveillance Target Attack Radar System (JSTARS) in dedicated support to the JFC. Revision will be unclassified. The unclassified revision describes multiservice TTP for consideration and use during planning and employment of the JSTARS. Assess: 1 Sep 04 (18mo); 1 Mar 06 (3yr) POC: Team D alsad@langley.af.mil
JTF IM: <i>Multi-Service Tactics, Techniques, and Procedures for Joint Task Force Information Management</i> Distribution Restricted	10 SEP 03	FM 6-02.85 (FM 101-4) MCRP 3-40.2A NTTP 3-13.1.16 AFTTP(I) 3-2.22	This publication describes how to manage, control, and protect information in a JTF headquarters conducting continuous operations. Assess: 1 Mar 05 (18mo); 1 Sep 06 (3yr) POC: Team C alsac@langley.af.mil
JTF LNO Integration: <i>Multi-Service Tactics, Techniques, And Procedures For Joint Task Force (JTF) Liaison Officer Integration</i>	27 JAN 03	FM 5-01.12 (FM 90-41) MCRP 5-1.B NTTP 5-02 AFTTP(I) 3-2.21	This publication defines liaison functions and responsibilities associated with operating a JTF. Awaiting results of 18 month transition assessment – looking to incorporate contents into JP 5-00.2. Assess: 15 Jul 04 (18mo); 27 Jan 06 (3yr) POC: Team B alsab@langley.af.mil
JTMTD: <i>Multi-Service Procedures for Joint Theater Missile Target Development</i> Distribution Restricted	11 Nov 03	FM 3-01.51 (FM 90-43) NTTP 3-01.13 AFTTP(I) 3-2.24	The JTMTD publication documents TTPs for threat missile target development in early entry and mature theater operations. It provides a common understanding of the threat missile target set and information on the component elements involved in target development and attack operations. Assess: 1 May 05 (18mo); 1 Nov 06 (3yr) POC: Team D alsad@langley.af.mil
NLW: <i>Tactical Employment of Nonlethal Weapons</i>	15 JAN 03	FM 3-22.40 (FM 90-40) MCWP 3-15.8 NTTP 3-07.3.2 AFTTP(I) 3-2.45 USCG Pub 3-07.31	This publication supplements established doctrine and TTP and provides a source of reference material to assist commanders and staffs in planning/coordinating tactical operations. It incorporates the latest lessons learned from real world and training operations, and examples of TTP from various sources. Assess: 15 Jul 04 (18mo); 15 Jan 06 (3yr) POC: Team B alsab@langley.af.mil
PEACE OPS: <i>Multi Service Tactics, Techniques, and Procedures for Conducting Peace Operations</i>	26 OCT 03	FM 3-07.31 MCWP 3-33.8 AFTTP(I) 3-2.40	This publication provides tactical level guidance to the warfighter for conducting peace operations. Assess: 1 Apr 05 (18mo); 1 Oct 06 (3yr) POC: Team E alsae@langley.af.mil
REPROGRAMMING: <i>Multi-Service Tactics, Techniques, and Procedures for the Reprogramming of Electronic Warfare and Target Sensing Systems</i> Distribution Restricted	06 JAN 03	FM 3-51.1 (FM 34-72) MCRP 3-40.5B NTTP 3-13.1.15 AFTTP(I) 3-2.7	This publication supports the JTF staff in the planning, coordinating, and executing of reprogramming of electronic warfare and target sensing systems as part of joint force command and control warfare operations. Assess: 15 Jul 04 (18mo); 06 Jan 06 (3yr) POC: Team G alsag@langley.af.mil
RISK MANAGEMENT	15 FEB 01	FM 3-100.12 (FM 5-19.1) MCRP 5-12.1C NTTP 5-03.5 AFTTP(I) 3-2.34	Provides a consolidated multi-Service reference, addressing risk management background, principles, and application procedures. To facilitate multi-Service interoperability, it identifies and explains the risk management process and its differences and similarities as it is applied by each Service. Assessment complete, recommended to retain, will be reassessed Oct 05 (18 mo); 15 Feb 07 POC: Team G alsag@langley.af.mil

CURRENT ALSA PUBLICATIONS (CONT.)			
TITLE	DATE	PUBLICATION #	DESCRIPTION
SURVIVAL, EVASION, AND RECOVERY: <i>Multi Service Procedures for Survival, Evasion, and Recovery</i> Distribution Restricted	19 MAR 03	FM 3-50.3 (FM 21-76-1) MCRP 3-02H NTTP 3-50.3 AFTTP(I) 3-2.26	This publication provides a weather-proof, pocket-sized, quick reference guide of basic survival information to assist Service members in a survival situation regardless of geographic location. Assess: 15 Jul 04 (18mo); 1 Mar 06 (3yr) POC: Team B alsab@langley.af.mil
TADIL-J: <i>Introduction to Tactical Digital Information Link J and Quick Reference Guide</i>	30 JUN 00 (Incorporating with FORSCOM JTAO Handbook)	FM 6-24.8 (FM 6-02.241) MCRP 3-25C NTTP 6-02.5 AFTTP(I) 3-2.27	Provides a guide for warfighters with limited or no experience or background in TADIL J and needing a quick orientation for supplemental or in-depth information. TADIL J is also known in NATO as Link 16. Current Status: The information in this publication will be incorporated into the FORSCOM Joint Tactical Air Operations Procedural Handbook. POC: Team C alsac@langley.af.mil
TAGS: <i>Multi-Service Tactics, Techniques, and Procedures for the Theater Air Ground System</i>	8 DEC 03	FM 3-52.2 (FM 100-103-2) MCRP 3-25F NTTP 3-56.2 AFTTP(I) 3-2.17	This publication promotes inter-Service awareness regarding the role of airpower in support of the JFC's campaign plan, increases understanding of the air-ground system, and provides planning considerations for the conduct of air-ground operations. Assess: 1 Jun 05 (18mo); 1 Dec 06 (3yr) POC: Team D alsad@langley.af.mil
TACTICAL RADIOS: <i>Multi-Service Communications Procedures for Tactical Radios in a Joint Environment</i>	14 JUN 02	FM 6-02.72 (FM 11-1) MCRP 3-40.3A NTTP 6-02.2 AFTTP(I) 3-2.18	Standardizes joint operational procedures for Single-Channel Ground and Airborne Radio Systems (SINCGARS) and provides and overview of the multi-Service applications of Enhanced Position Location Reporting System (EPLARS). Assess: 1 Jun 05 (3yr) POC: Team C alsac@langley.af.mil
TMD IPB: <i>Multi-Service Tactics, Techniques, and Procedures for Theater Missile Defense Intelligence Preparation of the Battlespace</i>	04 MAR 02 (Transitions to the Army in Fall 04)	FM 3-01.16 MCRP 2-12.1A NTTP 2.01.2 AFTTP(I) 3-2.36	This publication provides a systematic and common methodology for analyzing the theater adversary missile force in its operating environment. Current Status: Scheduled for revision in March 2005 (3yr). (New POC is CAC/CADD, Ft. Leavenworth) POC: Team G alsag@langley.af.mil
TST: <i>Multi Service Tactics, Techniques, and Procedures for Targeting Time-Sensitive Targets</i> Distribution Restricted	20 APR 04	A: FM 3-60.1 M: 3-16D N: NTTP 3-60.1 AF: AFTTP(I) 3-2.3	This publication provides the JFC, the JFC's operational staff, and components unclassified MTTP to coordinate, de-conflict, synchronize, and prosecute TSTs within any AOR. Includes OIF and OEF lessons learned, multinational and other government agency considerations. Appendix D (COMUSCENTAF Counter-SCUD CONOPS and Playbook – Secret Rel GBR/AUS), Appendix F (TST collaboration tools) and Appendix G (CGRS) available via electronic means only. Assess: Oct 05 (18mo); Apr 07 (3yr) POC TEAM F alsaf@langley.af.mil
UHF TACSAT/ DAMA OPERATIONS: <i>Multi Service Tactics, Techniques, and Procedures package for UHF TACSAT Frequency Management</i>	JUN 04	A: FM 6-02.90 M: MCRP 3-40.3G N: NTTP 6-02.9 AF: AFTTP(I) 3-2.53	Recent operations at JTF level have demonstrated difficulties in managing limited number of UHF TACSAT frequencies. TTP documented in this publication will improve efficiency at the planner and user levels. Current Status: Awaiting Print POC TEAM C alsac@langley.af.mil
UXO: <i>Multi-Service Procedures for Unexploded Ordnance Operations (UXO)</i>	23 AUG 01	FM 3-100.38 MCRP 3-17.2B NTTP 3-02.4.1 AFTTP(I) 3-2.12	This publication describes hazards of unexploded explosive ordnance (UXO) sub-munitions to land operations, addresses UXO planning considerations, and describes the architecture for reporting and tracking UXO during combat and post conflict. Revision scheduled for 2004. Assess: 1 Oct 04 (3yr) POC: Team B alsab@langley.af.mil

NEW ALSA PROJECTS			
TITLE	EST DATE	PUBLICATION #	DESCRIPTION AND STATUS
DETAINEE OPERATIONS <i>MTTP for Detainee Operations in a Joint Environment</i> Distribution Restricted	NOV 04	A: FM 3-19.401 M: MCRP 4-11.8D N: NTTP 3-07.8 AF: AFTTP(I) 3-2.51	MTTP regarding detainee operations (unprivileged belligerents) to include transporting, transferring and holding of the high-risk detainees. Current Status: On hold awaiting DoD approval for release and service chaplain/legal reviews. POC TEAM B alsab@langley.af.mil
INTERPRETER OPERATIONS	APR 04	Center for Army Lessons Learned Handbook 04-7	Team B will monitor this project for 18 months following the release of the handbook and then decide whether to develop as an MTTP or remove it as a monitored project. Current Status: Complete. Available electronically and will be printed as a Center for Army Lessons Learned (CALL) Handbook. POC TEAM B alsab@langley.af.mil
KILL BOX <i>MTTP for Kill Box Operations</i>	APR 05	N: NTTP 3-09.2.1	This MTTP assists the Services and Joint Force Commanders in developing, establishing, and executing Kill Box procedures to allow rapid target engagement. This MTTP describes timely, effective multi-Service solutions to FSCMs, ACMs, and maneuver control measures with respect to Kill Box operations. Current Status: Program Development 2nd Joint working group held 24 Aug 04-27 Aug 04. POC TEAM B alsab@langley.af.mil
TACTICAL CONVOY OPERATIONS: <i>MTTP for Tactical Convoy Operations</i>	JAN 05	AF: AFTTP(I) 3-2.58 N: NTTP 4-01.3	This MTTP consolidates the Services' best tactics, techniques, and procedures used in convoy operations into a single multi-service TTP with the objective of reducing casualty rates and increasing the probability of mission success during convoy operations. This MTTP focuses on combat support and combat service support forces and provides a quick reference guide for convoy commanders and subordinates on how to plan, train, and conduct tactical convoy operations in the contemporary operating environment. Current Status: FAST TRACK , Worldwide review, Final coordination comments due 7 Dec 04. POC TEAM E alsac@langley.af.mil

DEFENSE THREAT REDUCTION AGENCY (DTRA)

By Mr. Jim Isitt, DTRA Representative at USJFCOM JWFC

DTRA is a Combat Support Agency (CSA) whose mission is to safeguard America and its interests from weapons of mass destruction (chemical, biological, radiological, nuclear, and high explosive (CBRNE)) by reducing the threat and providing quality tools and services. CSA responsibilities for developing and reviewing joint doctrine are described in CJCSI 5120.02, *Joint Doctrine Development System*, dated 30 November 2004. Although CSAs are non-voting members of the Joint Doctrine Development Community, all joint doctrine is now electronically distributed by the Joint Staff to DTRA and other CSAs for review. DTRA has developed a formal process and devoted two full-time personnel (one at DTRA's Defense Nuclear Weapons School at Kirtland AFB, NM, and another in residence at the USJFCOM JWFC's Doctrine and Education Group) and satellite Reservist support to review all joint doctrine, identify potential DTRA equities,

and staff internally to the appropriate DTRA subject matter experts for comment.

A recent review identified DTRA equities in 40% of approved joint publications, cutting across all five of the organization's mission directorates (Chemical-Biological, Technology Development, Combat Support, On-Site Inspection, and Cooperative Threat Reduction) as well as the support directorates. In addition to reviewing existing doctrine and representation at the semiannual Joint Doctrine Working Party, DTRA is occasionally tasked to serve as a technical review authority for select publications, such as JP 3-41, *Doctrine for CBRNE Consequence Management* (First Draft). Under its current level of resources, DTRA focuses only on joint doctrine with the full expectation that it will result in an influence on multi-Service, Service, and multinational publications. DTRA's doctrine development and review process results in a comprehensive DTRA response to the Chairman's joint doctrine development system.

Anyone wanting to know more about DTRA equities in joint publications can contact Dr James Tritten at (505) 846-8734, james.tritten@abq.dtra.mil; or Mr. Jim Isitt at (757) 203-6050, james.isitt@jfc.com.mil.

JP 3-0, JOINT OPERATIONS, REVISION UPDATE

By Mr. Bob Hubner, USJFCOM JWFC Doctrine and Education Support Team

The JP 3-0 revision first draft (RFD) worldwide review prompted 1842 comments of which 360 were critical and major comments. They were received by USJFCOM JWFC (the lead agent point of contact and primary review authority) just prior to Thanksgiving 2004. Obviously, a joint working group was in order and it was conducted in mid January 2005 to resolve the critical and major issues. That JWG took up the full three days as planned, which is unusual, and still there were unresolved issues and incomplete adjudication of comments.

The range of military operations, scope of stability operations, joint functions, effects-based approach to planning, operational protection, operational art elements, campaign phasing, domains, information operations, campaign assessment, DOD support to homeland security, commander's critical information requirements, and operational areas were some of the primary issue subjects. A "way ahead" consensus on major changes to the joint guidance in each of these areas and others was achieved with one significant exception—the "effects" guidance surrounding the "effects-based approach planning" and the related changes to "campaign assessment." The main concern

was the necessary maturity of effects-related concepts for prime-time doctrine. Fortunately, an Effects-Based Operations (EBO) Mini-Forum was scheduled for the end of January 2005. Consequently, its agenda was revised to specifically establish (or not) the need to include effects-related guidance in JP 3-0 and other capstone and keystone publications. The EBO Mini-Forum results confirmed that the JP 3-0 revision second draft (RSD) would address an effects-based approach to designing joint operations and include "effects assessment" element as part of an assessment of the joint operation/campaign.

Regardless of the consensus achieved at the first JWG and the EBO Mini-Forum, the LA determined that a second JWG was needed to allow a preliminary review and confirmation of the proposed JP 3-0 RSD, and to complete the RFD comments adjudication. During the second JWG, held in March 2005, the attendees approved, with some modifications, change proposals regarding the primary issues listed above. Among those proposals was a complete overhaul of the range of military operations (Figure 1) and the phasing model (Figure 2 on next page), development of a new chapter on joint functions (i.e., C2, intelligence, fires, movement and maneuver, protection, and sustainment), reorganization of the relationship between operational art and design, development of guidance on a systems perspective of the operational environment, revised "effects" and new "assessments" guidance, corrected and expanded CCIR doctrine, and elimination of the RFD chapter on "DOD Support to Homeland Security."

The LA also obtained a 60-day extension to the RSD release milestone. The JP 3-0 RSD was finally transmitted

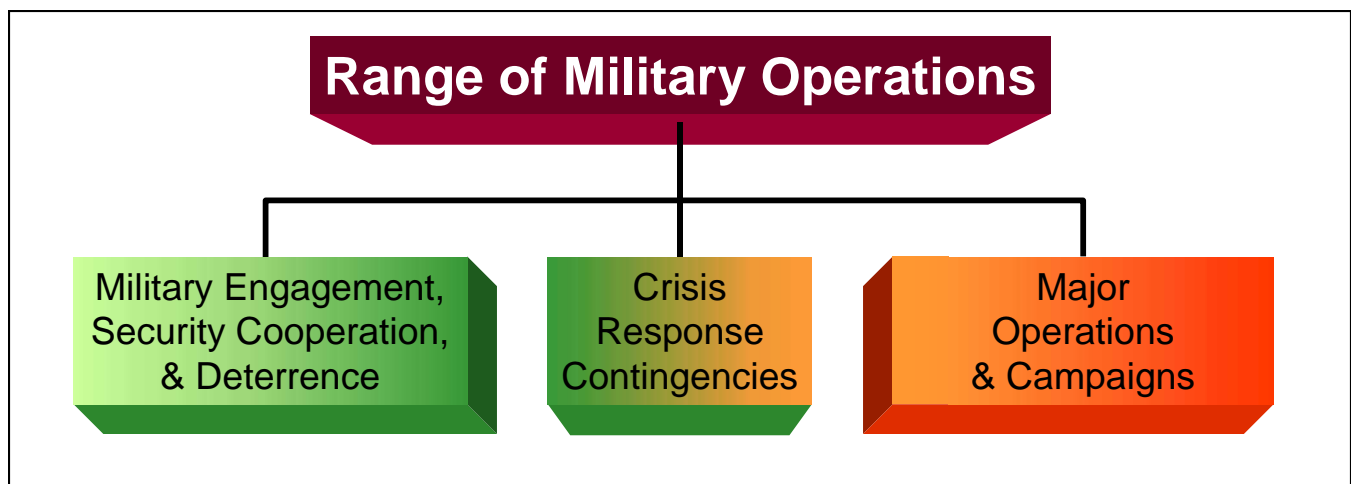


Figure 1. Range of Military Operations

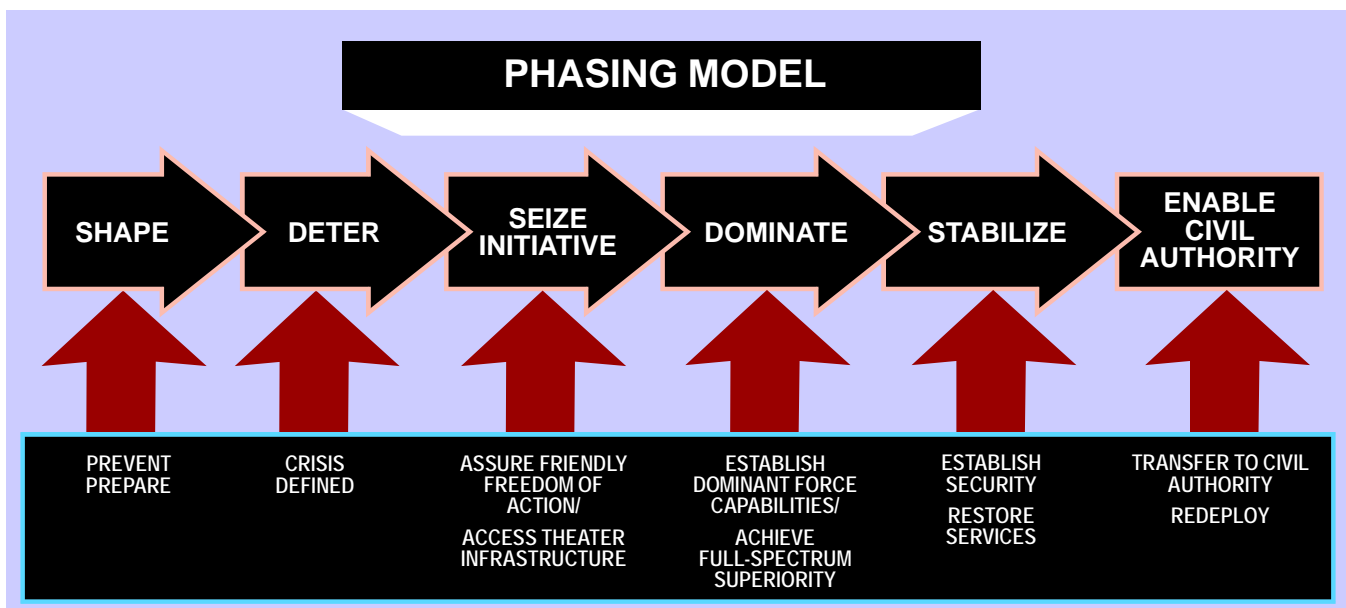


Figure 2. Phasing Model

to JS J-7 on 30 April 2005 for worldwide distribution and review. Comments will be due on or about 1 July 2005.



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Questions should be referred to Mr. Chuck McGrath at (757) 203-6105 or Mr. Jim Shell at (757) 203-6121. DSN is 668.

(Continued from page 15)

based on the commanders' needs. Examples include the Army Logistics Civil Augmentation Program, the Air Force Contract Augmentation Program, the Navy Construction Capabilities Contract, Civil Reserve Air Fleet contracts, and war reserve materiel contracts. Many external support contract capabilities are considered mission essential. Systems support contracts are awarded by Service program managers and provide technical support to specific systems throughout the system's life cycle (including spare parts and maintenance for key weapons systems, command and control infrastructure, and communications systems) in both peacetime and during contingency operations. Almost all systems support contracts are considered mission essential.

⁴ In addition to the different contract types discussed above, there are other important policy, doctrine and operational differences between contract personnel depending on whether they deploy with the force or their nationality. For example, US- or UK-citizen systems support contractors may be given unrestricted access to most areas within a forward operating base where a host nation theater support contractor may be required to work under armed guard supervision. In this same example, the US citizen systems support contractor would be authorized free mail service by policy while the UK citizen would not be authorized this same level of postal support.

⁵ In several occasions in OIF, a major contract company halted critically important contracted support due to force protection concerns. In one case, this interruption was joint operational area-wide. An interruption of this magnitude would almost assuredly not have happened had this support been performed by armed uniformed service members rather than unarmed civilians.

several levels besides the outdated references to U.S. Space Command. C2 in the context of theater operations is structured around functional components—the joint force land, maritime, and air component commanders. As noted by Lt Col Smith, “*Spacepower must be centrally controlled by space professionals*,” and these global assets “cannot be managed on the theater level like land forces.”⁹ The inability, at least in the near term, to describe C2 of space forces in a similar vein, e.g., the joint force *space* component commander, mandates an alternative discussion of C2 at national strategic levels that is not addressed adequately in JP 3-14.

Secondly, theater C2 is essentially relegated to one brief paragraph in Chapter III. This paragraph states that a supported JFC normally designates a single authority to coordinate joint theater space operations, integrate capabilities, and conduct in-theater planning. The designated space authority has no command authority and is primarily a coordination agency.¹⁰ Portions of this paragraph in Chapter III were a last minute compromise developed by USJFCOM JWFC to provide options for a decision through the CJCS “Tank” process. While it helped gain consensus for getting the publication published, it also falsely implies there is a significant C2 role for theater commanders in controlling and employing space forces. The paucity of theater C2 information in JP 3-14 speaks volumes.

“Controlling the High Ground” states “The strength of JP 3-14 is its discussion of both space and the principles of war and space mission areas.”¹¹ Drawing connections between the principles of war and space mission areas apparently is intended to give space operations some form of higher-level doctrinal legitimacy. This effectively masks the problem that the publication contains no fundamental considerations or tenets of space operations for JFCs, or anyone else. The principles of war are not really doctrinal principles, but *a priori* warfare principles that transcend all domains and all joint and Service doctrine. Linkage to the principles of war is irrelevant in the absence of fully articulated space warfare principles.

“Controlling the High Ground” also states “The volume presents a concise review of the four space mission areas—space control, force enhancement, space support, and force application.” Further, “The publication also offers a tutorial on how space can enhance joint force effectiveness by supporting intelligence, surveillance, and reconnaissance and integrated tactical warning and attack assessment such as missile defense...including further information on these

areas in appendices.”¹² This is in keeping with JP 3-14 being little more than a tutorial on space, while not providing JFCs the requisite doctrinal tenets and considerations needed to understand the global employment of space forces and capabilities, which is the heart of the matter. JFCs don’t employ space forces on the same basis as air, land, and sea forces, and do not exercise combatant command (command authority) or operational control of most space forces. Joint space doctrine should be written from that perspective. Part of that perspective should be a careful blend of how space force enhancement capabilities are provided in support of competing JFC (and other user) requirements, and the global management aspects of space operations.

SUMMARY AND CONSIDERATIONS

A successful revision of JP 3-14 requires defining and reaching the correct target audiences with space warfare principles that account for the fact that most space capabilities are national and strategic assets. These principles must support global operations conducted at the strategic level of warfare, while also addressing the operational level of warfare which is the province of most joint doctrine. Therefore, the revision of JP 3-14 should focus on providing JFCs with a way to think about space capabilities at the operational level, but within a global/strategic context. Consensus on broader space doctrinal principles, linked to theater joint warfighting considerations, would be highly useful in synchronizing the global roles and missions of the functional combatant commander for space and the geographic combatant commanders.

ENDNOTES

¹ United States Joint Forces Command, Joint Warfighting Center, JP 3-14, *Joint Doctrine for Space Operations*, and JP 3-14.1, *Joint Tactics, Techniques, and Procedures for Space Control, Formal Assessment Summary*, 29 Oct 04, p. 3.

² Smith uses the term “dimension” in his text.

³ The Doctrine section is a regular feature in JFQ; the author is unknown.

⁴ “Controlling the High Ground.” *Joint Force Quarterly* # 33, Winter 2002-03, p. 125.

⁵ These do not constitute a definition of joint doctrine, but are used to illustrate the nature of the material one might expect to see embodied in joint doctrine.

⁶ “Controlling the High Ground,” *Joint Force Quarterly*, p. 125.

⁷ Smith, Michael. “Some Propositions on Spacepower.” *Joint Force Quarterly* # 33, Winter 2002-03, p. 57.

⁸ “Controlling the High Ground,” *Joint Force Quarterly*, p. 125.

⁹ Smith, *Joint Force Quarterly*, p. 57.

¹⁰ Joint Publication 3-14, *Joint Doctrine for Space Operations*. Chairman, Joint Chiefs of Staff. Washington, DC. 9 August 2002, p. III-1, III-3.

¹¹ “Controlling the High Ground,” *Joint Force Quarterly*, p. 125.

¹² *Ibid*.

KEY INTERNET/SIPRNET SITES

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CJCS Directives: http://www.dtic.mil/cjcs_directives/

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Naval Warfare Development Command:

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Navy Online: <http://www.ncts.navy.mil/nol/>

Navy Directives: <http://neds.nebt.daps.mil/>

Air Force Doctrine Center:

<https://www.doctrine.af.mil/>

MCCDC, Doctrine Division:

<https://www.doctrine.usmc.mil/>

USEUCOM:

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Air Land Sea Application Center:

- Internet: <https://wwwmil.alsa.mil/index.html>
- SIPRNET: <http://wwwacc.langley.af.smil.mil/alsa>

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JWFC DOCTRINE DEVELOPMENT REFERENCE PUBLICATIONS

USJFCOM JWFC Doctrine and Education Group has taken the initiative in exploring the impact of emerging joint concepts on joint doctrine and developing recommendations for their incorporation. The following "JWFC Pamphlets" (available at <http://www.dtic.mil/doctrine> under "Other Publications") are designed to raise awareness, promote debate, and discuss the implications of emerging, concept-based ideas on joint doctrine.

- JWFC Pam 1, *Pamphlet for Future Joint Operations*, discusses transformation and joint doctrine, rapid decisive operations concept, MILLENNIUM CHALLENGE 2002, and links concepts and doctrine.
- JWFC Pam 2, *Doctrinal Implications of Low Collateral Damage Capabilities*, addresses the ways and means and operational and doctrinal implications of these capabilities.
- JWFC Pam 3, *Doctrinal Implications of the Standing Joint Force Headquarters (SJFHQ)*, discusses the SJFHQ organization and employment, enabling concepts (e.g., collaborative information environment, operational net assessment, joint interagency coordination group, effects-based planning, and focused logistics), and its implications for joint operation planning.
- JWFC Pam 4, *Doctrinal Implications of Operational Net Assessment (ONA)*, describes the ONA concept, its relationship to other concepts (e.g., SJFHQ), and its potential impact on joint intelligence, planning, and targeting processes.
- JWFC Pam 5, *Operational Implications of the Collaborative Information Environment (CIE)*, addresses the value of collaboration; implementing CIE; and its implications to doctrine, organization, training, materiel, leadership and education, and personnel and facilities.
- JWFC Pam 6, *Doctrinal Implications of the Joint Interagency Coordination Group (JIACG)*, discusses the JIACG organization and concept of employment, related concepts (e.g., SJFHQ), and the impact of adopting the JIACG in several joint publications.
- JWFC Pam 7, *Operational Implications of Effects-based Operations (EBO)*, is in development and expected to be published about the time this newsletter is published. It will explore the full potentialities in fielding an EBO capability.

TERMINOLOGY

**By Mr. Tom Barrows, USJFCOM JWFC,
Doctrine and Education Support Team**

"Force does not exist for mobility but mobility for force. It is of no use to get there first unless, when the enemy arrives, you have also the most men—the greatest force."

Mahan, "Lessons of the War with Spain," 1899

"The more I reflect on the experience of history the more I come to see the instability of solutions achieved by force, and to suspect even those instances where force has the appearance of resolving difficulties."

B. H. Liddell Hart, "Thoughts on War," 1944

Mahan and Hart both recognize that force plays a role in man's effort to exert his will on others—they apparently disagree on the effectiveness of force. We who serve in defense of our nation do not have the option to ignore or not use force, so as we focus on force projection in this edition, we need to be highly aware of the burgeoning array of approved and emerging terminology directly and indirectly related to this topic. For example, "time-phased force and deployment data" (or TPFDD) is an approved, enduring, and amply defined term obviously related directly to force projection. However, in some higher circles you may hear the term "force flow" used in place of TPFDD—just as you may hear COCOM used as the acronym for combatant command and/or combatant commander. The use of "alternate terms" by senior leadership may at times cause some degree of confusion and also may lead others to "adopt" these terms. We need to be watchful for these occurrences and make every effort to refocus folks on the correct terminology.

Two other key force projection-related terms receiving a great deal of attention are "distribution" and "deployment." A review and analysis of the approved definitions of these terms indicates that "deployment" is a sub-set of "distribution." However, in recent months we have been seeing "distribution" and "deployment" used as co-equals for "metering forces," even to the point of developing an organization called the "Joint Deployment and Distribution Operations Center" or JDDOC. As this article goes to press, US Central Command (with augmentation from US Transportation Command, Defense Logistics Agency, and the Services) is operating

a JDDOC in Kuwait to support ongoing operations throughout the area of responsibility. Other combatant commands have expressed an interest in having a JDDOC and US Joint Forces Command (Joint Warfighting Center) is developing a pamphlet to describe JDDOC organization, operating procedures, authorities, etc.

Force projection doctrine is evolving to incorporate emerging operational concepts, which may or may not require new terminology. We need to make every effort to ensure that any proposed new terminology is really needed—not just a "term de jour."

As always, maintain your individual and collective situational awareness and be careful out there.



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